U.S. Environmental Protection Agency
Request for
Voluntary Separation Incentive Payments
and
Voluntary Early Retirement Authority
For the
Office of the Chief Financial Officer (OCFO)

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U.S. Environmental Protection Agency
Office of the Chief Financial Officer (OCFO)
Voluntary Separation Incentive Payments
and
Voluntary Early Retirement Authority

I. Introduction

In accordance with Section 1313(b) of the Chief Human Capital Officer's Act of 2002, the U.S. Environmental Protection Agency (EPA) is requesting approval authority through April 30, 2014 for the use of Voluntary Separation Incentive Payments (VSIP/Buy-Out) and Voluntary Early Retirement Authority (VERA/Early-Out). The Office of the Chief Financial Officer (OCFO) will use these authorities to:

- **Reduce the Number of Supervisory Positions**: We propose to reduce the number of management positions by offering VERA/VSIP to all supervisors in all series GS 13 and above, excluding Senior Executive Service (SES) members. [Target: 43 management positions. VERA/VSIP Offers Available: 8]

- **Reduce and Restructure Non-Supervisory GS-13, GS-14, and GS-15 Positions**: We propose to reduce and restructure our nonsupervisory high-graded workforce by offering VERA/VSIP to GS 13, 14 and 15 employees in these job series: legislative analysts, information management specialists (301 series), program/management analysts, and events coordinator (343 series), financial administration and program management (501 series), budget analysts (560 series), and environmental scientists (1301 series). [Target: 69 positions. VERA/VSIP Offers Available: 12]

- **Replace Administrative and Internal Management Positions with Positions for Analysis, Budget and Financial Management, Performance Management, Oversight of Management Controls, and Information Management and Technology**: We propose to offer VERA/VSIP to OCFO program specialists (301), clerks (303), secretaries (318 series), administrative officers (341 series), program/management analysts (343 series), and budget analysts (560 series), in grades 13 and below. [Target: 23 non-supervisory positions (excludes Center for Environmental Finance employees accounted for below). VERA/VSIP Offers Available: 4]

- **Reduce the Number of Employees Managing the Environmental Finance Center (EFC) Grant Program, and the Environmental Finance Advisory Board (EFAB)**: We propose to reduce the number of positions allocated to the Center for Environmental Finance (CEF) from five positions to four by offering VERA/VSIP to all non-SES employees in all series in CEF. [Target: 5 non-supervisory positions. VERA/VSIP Offers Available: 1]

Both the VERA and VSIP opportunities will be offered to 140 managers and staff in targeted series in all components of OCFO. As noted in section III, targeting decisions were made by senior managers based on the specific mission needs required to reshape OCFO. This proposal sets a maximum number of 25 VERA/VSIPs to be offered, with a prorated number to be assigned to the four categories of positions noted above. Decisions on who receives VSIPs will be made on the basis of seniority [as determined by: first, grade/step; then, service computation date (SCD) within each of the four categories targeted above.] In cases where individuals within a category have the same grade/step and SCD, decisions will be based on SCD/years of EPA service as a tie-breaker. In cases where individuals within

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a category have the same grade/step, SCD, and years of EPA service, decisions will be made on functional and organizational need.

II. Background

OCFO formulates and manages EPA's annual budget and performance plan, coordinates EPA's strategic planning efforts, develops EPA's annual Performance and Accountability Report, and implements the Government Performance and Results Modernization Act. OCFO also provides financial services for the Agency and makes payments to EPA grant recipients, contractors, and other vendors. The office provides policy, reports, and oversight essential for the financial operations of EPA and has responsibility for information technology planning, development, and deployment of financial and resources management systems for the Agency. OCFO is the Agency lead for management integrity and audit management. OCFO's Center for Environmental Finance assists the public and private sectors in the search for creative approaches to funding environmental programs, projects and activities.

Within the last ten years, OCFO has undergone two major reorganizations. In FY 2003, OCFO reorganized to delayer the organization by elevating existing divisions into offices, with all offices and their directors reporting to the Deputy Chief Financial Officer. In FY 2008, OCFO reorganized to consolidate most IT systems and functions into a new Office of Technology Solutions, and redesign portions of the Office of Financial Services to focus on strategic planning and oversight under the direction of a Deputy Office Director and to create a new Federal Employee Relocation Center to cross-service permanent change of station (PCS) for other agencies as well as EPA.

The current OCFO is comprised of the following major components:

- Chief Financial Officer's Immediate Office (CFO/IO), including:
  - — Office of Resource and Information Management (ORIM)
  - — Policy Assessment and Integration Staff (PAIS)
- Center for Environmental Finance (CEF)
- Office of Budget (OB)
- Office of Financial Management (OFM)
- Office of Financial Services (OFS)
- Office of Planning, Analysis, and Accountability (OPAA)
- Office of Technology Solutions (OTS)

Since FY 2009, OCFO's programs and functions have undergone further significant changes that have resulted in new demands for a technologically sophisticated workforce.

- OCFO has implemented new technology, such as the Compass Core Financial System, a key element of EPA's overall Financial System Modernization Plan. Compass was implemented in October 2011 and provides increased integration among EPA's various systems and adds new functionality. It is framed by EPA's business requirements and the objectives set forth by the Office of Management and Budget's Financial Management Line of Business (FM-LoB) initiative under the President's Management Agenda. Compass, which includes three elements – software, integration, and hosting – is a project with complex management requirements.

- OCFO has implemented a number of system-based solutions for processes that were previously manual. One example is EPA's Unliquidated Obligations (ULOs) Desktop Tool, which replaced the manual ULO review process with an electronic review process. Along with a new ULO policy

requiring annual review of all ULOs, the tool facilitates review and annual certification, strengthens the ability to validate compliance with review requirements, and includes: grants, interagency agreements, contracts, travel, and miscellaneous expenses. Another tool is the Recertification Database, a reprogramming tool that eliminated manual data entry requirements.

- In May 2011, EPA approved the migration of its human resource (HR) and payroll systems to the Department of the Interior's Interior Business Center (IBC) to improve HR transaction processing and reporting. EPA will migrate to IBC in 2014. However, while payroll is migrating to IBC, time-and-attendance will remain at EPA using an upgraded PeoplePlus system that will interface with HR and payroll. This is part of the HR Line of Business initiative mandated by the Office of Management and Budget (OMB) to improve overall efficiency and quality of the government's HR practices, as well as the Office of Personnel Management's e-Government initiative.

- EPA is transitioning to a new suite of E-discovery tools and a new suite of collaborative tools to manage document development and record keeping. OCFO will make use of agency-wide software solutions to carry out this work, and must restructure positions to better align staff with the new work requirements.

In addition to these technology-driven changes, funding has been reduced for the EFC grant program from $2 million to $617,000, as the EFCs have become more independent and successful in leveraging resources to achieve needed environmental improvements. There also has been a reduction in the members of the Environmental Finance Advisory Board, from 30 to 21, resulting in travel savings. As a result, fewer CEF employees are needed to manage the program.

EPA implemented sequestration and furloughs during FY 2013 which had a significant impact on OCFO programs, operations, and systems, leading to the need to make changes in the distribution of work as well as workforce skills.

In 2013, OCFO senior managers began a new assessment of the organization and its ability to carry out its mission after sustaining budget and FTE reductions since 2009.

Fiscal Year	Appropriated Full-Time Equivalents	Appropriated Dollars All BOCs (Thousands)
Enacted FY 2009	356	$79,488
Enacted FY 2013	331.9	$69,464

OCFO senior management determined that the organization, its processes, and its workforce must be further modernized to meet critical mission requirements as effectively as possible and with a reduced level of resources going forward. As noted earlier, we already have implemented new technologies to make our work easier and more cost-effective. In addition, we have identified business processes for "LEANing" — a customer-centric methodology used to continuously improve any process through the elimination of waste, thus creating more value for customers with fewer resources:

- Superfund Cost Recovery;
- National Program Manager (NPM) Guidance Process;
- Reimbursable Agreements;
- Cross-cutting Fundamental Strategy Key Performance Indicators;
- Budget Execution;
- Transit Subsidy Payment Process; and

- Travel Card Oversight.

However, leveraging new technologies and LEANing business processes are not enough to enable OCFO to satisfy its mission needs given shrinking funding and staffing. Changes to OCFO's workforce composition are necessary as well.

III. Reshaping the Workforce

As of November 1, 2013, OCFO had 351 onboard staff, as well as a small number of vacant mission-critical positions in the process of being filled. By the end of Fiscal Year 2014, OCFO must be at 330.3 FTE utilized. We already have implemented new technologies to make our work more efficient and cost-effective. We already have identified business processes for "LEANing." However, leveraging new technologies and LEANing are not enough to enable OCFO to satisfy its mission needs given shrinking funding and staffing. OCFO's rate of attrition over two years has averaged 3.5%. To reduce to 330.3 FTE utilized by the end of FY 2014, we cannot rely on traditional attrition alone given the current economy and job market. Core work still needs to be done, and departing staff are not always the ones the organization can afford to lose, so some must be backfilled.

Furthermore, we need to address skill gaps. The OCFO workforce must be reshaped to ensure we have the right people in the right place at the right time to carry out the mission, now and in the future. We must gain expertise in:

- advanced analytics by eliminating obsolete program/management analysts (343 series) and budget analysts (560 series) positions and replacing some with new positions requiring skills in advanced analytics in those same series,

- data/information management and analysis by hiring information management specialists (0301 series) with these skills,

- resource and financial management by hiring more accountants (510 series), and resource and financial management specialists (501 series), and

- new technology by bringing in information technology specialists (2210 series) with this knowledge and expertise.

Depending on the results of the VERA/VSIP effort, OCFO would like to hire up to 15 new employees with expertise in these areas. To make room for hiring to bring in these skills, we plan to abolish obsolete administrative and internal management positions as employees vacate. We will fill a smaller number of new positions with the aforementioned needed skills to meet current and new mission demands, and deliver high quality products in a more efficient manner.

In addition to addressing skills mix, during the FY 2013 assessment, OCFO senior leadership agreed on the need to develop "bench strength" to draw from in mission-critical areas when others leave. We also agreed on the need to fix an uneven distribution of work: some organizations and employees are not fully utilized while others are overwhelmed. Therefore, the organization must proactively target those positions which have become excess or obsolete, and provide incentives for the incumbents to leave voluntarily, to allow hires in mission critical areas to be made.

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So, to ensure that OCFO has the right people, in the right place, at the right time, we have determined that implementation of VERA/VSIP authority is necessary. Specifically, OCFO plans to:

- **Reduce the Number of Supervisory Positions**: As staffing levels are reduced, fewer supervisors are needed. In addition, due to anticipated reorganizations and the efficiencies to be realized, the number of management positions will be reduced as organizational units are combined. Among the organizational changes that OCFO is considering are: consolidation of OCFO's policy functions into the Office of Financial Management (OFM) to take advantage of the extensive work OFM has done updating and making more accessible the suite of agency financial policies; and consolidation of the GAO audit function (OB) with the IG audit management function in OPAA. In addition, OCFO is reducing the number of supervisory layers in organizations that have become smaller over time as priorities, funding, and FTE levels have changed. For example, the Office of Resource and Information Management (ORIM) has 14 positions, two of which are supervisory; one of these supervisory positions may be eliminated after critical personnel issues are addressed. Use of the authorities to create attrition in management positions will make implementation of organizational changes easier. Supervisory vacancies created by use of VERA/VSIP authority would result in fewer displaced supervisors when consolidating staffs.

  Therefore, we propose to reduce the number of management positions by offering VERA/VSIP to all supervisors in all series at the GS-13 level and above, excluding Senior Executive Service (SES) members. OCFO supervisors are in these job series: Program Manager (340 series), Program/Management Analysis (343 series), Financial Management Specialist (501 series), Accountant (510 series), and IT Specialist (2210 series). [Supervisors who are IT Specialists do not manage OCFO's IT Security Program; they are being offered VERA/VSIP because they are supervisors. All 2210 IT Management (Information Security) positions are excluded from the targeted population.] See Attachment 2 for additional information.

  Any supervisory/management vacancies created will first be assessed to determine if backfilling is warranted, taking into account factors such as the anticipated reorganizations, supervisory layers, decline in our overall workforce size, and span of control. The current average ratio of supervisors to staff in OCFO is 1:8.4. [Target: 43 management positions. VERA/VSIP Offers Available: 8]

- **Reduce and Restructure Non-Supervisory GS-13, GS-14, and GS-15 Positions**: Over time, OCFO's programs and functions have undergone significant change, particularly in the use of technology. As a result, we now have a higher number of non-supervisory positions at the GS-13, GS-14, and GS-15 levels than we need to carry out our work as it is now and likely to be in the future. While some high-graded non-supervisory positions are still needed due to the complexity, technical nature, and national implications of OCFO's work, others can be eliminated or changed to a lower grade because programs and functions that were once cutting-edge and required ongoing senior-level attention and involvement have now become routine and fully integrated into OCFO's daily processes. OCFO plans to reduce or restructure the non-supervisory Associate Staff Director, Senior Advisor, and Special Assistant positions. Other GS-13/14/15 positions can be changed to lower grades. Therefore, we propose to reduce and restructure our nonsupervisory high-graded workforce by offering VERA/VSIP to GS 13/14/15 employees in these job series: 301, 343, 501, 560, and 1301. [Target: 69 positions. VERA/VSIP Offers Available: 12]

- **Replace Administrative and Internal Management Positions with Positions for Analysis, Budget and Financial Management, Performance Management, Oversight of Management Controls, and Information Management and Technology**: Over time, OCFO's programs and

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functions have undergone significant change, particularly in the use of technology. As a result, we now have a higher number of administrative and support staff than we need to carry out our work as it is now and likely to be in the future. At the same time, we have an insufficient number of staff with critical skills in analysis and critical thinking, budget and financial management, performance management, oversight of management controls, and information management and technology. While some administrative and support staff are still needed to perform the central administrative functions that all organizations have, several of these positions need to be replaced with new positions calling for different skill sets. To free up administrative and support positions which could be converted, we propose to offer VERA/VSIP to OCFO program specialists (301 series), clerks (303 series), secretaries (318 series), administrative officers (341 series), program/management analysts (343 series), and budget analysts (560 series) in grades 13 and below. [Target: 23 non-supervisory positions (excludes CEF employees already accounted for below). VERA/VSIP Offers Available: 4]

- **Reduce the Number of Employees Managing the EFC Grant Program, and EFAB**: The Environmental Finance Program has been in existence since 1989 with a mission to work proactively with states, tribes, nonprofit organizations, and the private sector to identify financing mechanisms in support of environmental programs and policies that protect human health and the environment. Reduction in the amount of funding for the grant program, improved business processes, and maturation of the program have reduced the number of staff needed for oversight of the EFC grant program. Also, there has been a reduction in the number of EFAB members, from 30 to 21, resulting in travel savings. Therefore, we propose to reduce the number of non-supervisory positions allocated to CEF from five positions to four by offering VERA/VSIP to all non-supervisory employees in all series in CEF. CEF employees are in these job series: environmental finance specialist (0301 series) and Program/Management Analysis (343 series). See Attachment 2 for additional information. [Target: 5 non-supervisory positions. VERA/VSIP Offers Available: 1]

IV. Budget Neutrality/Costs/Savings

This request for VERA and VSIP authority, if approved, will be conducted so that no funds or resources other than those appropriated for use in FY 2014 will be used or required.

As mandated by OMB for early-out/buy-out requests generally, OCFO's request certifies that the early-out/buy-out will be budget neutral. That is, the early-out/buy-out authority will not result in any increased costs above current or future FY appropriations to pay for costs incurred for buy-out cash payments, annual leave cash payouts, or any other costs, including those associated with refilling the resulting vacancies.

The following tables detail calculations showing how OCFO has assured budget neutrality in the proposal for FY 2014. The direct maximum costs associated with VERA and VSIP is $977,860. Table A provides details of the direct costs associated with VERA and VSIP. Savings projected through FY 2016 as a result of the VERA and VSIP are estimated to be $4,822,992. Table B provides the detailed calculations of the savings achieved in FY 2014, FY 2015, and FY 2016. The savings will be used to meet OCFO's ongoing program goals and responsibilities.

Budget Neutrality

This request for VSIP and VERA, if approved, will be conducted so that no funds or resources other than those appropriated for use in FY 2014 will be used or required.

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As mandated by OMB for early-out/buy-out requests generally, request certifies that the early-out/buy-out will be budget neutral. That is, the early-out/buy-out authority will not result in any increased costs above current or future FY appropriations to pay for costs incurred for buy-out cash payments, annual leave cash payouts, or any other costs, including those associated with refilling the resulting vacancies.

The following tables detail calculations showing how OCFO has assured budget neutrality in the proposal for FY 2014. The direct maximum costs associated with VERA and VSIP is $977,860. Table A provides details of the direct costs associated with VERA and VSIP. Savings projected through FY 2016 as a result of the VERA and VSIP are estimated to be $4,822,992. Table B provides the detailed calculations of the savings achieved in FY 2014, FY 2015, and FY 2016. The savings will be used to meet OCFO's ongoing program goals and responsibilities.

Direct Costs

Table A - Direct Costs for VERA/VSIP		
25	Targeted Positions for VSIP x $25,000 (maximum cash buy-out)	$ 625,000
	Annual Leave Buyout for 25 Targeted Positions for VERA, Optional Retirement or Resignation ($58.81 per hour x 240 X 25)	$ 352,860
	Total Maximum Direct Costs	**$ 977,860**

Estimated Savings

Table B: Estimated Savings for FY 2014 through FY 2016				
	FY 2014 Payroll[1]	Estimated FY 2014 Savings	Estimated FY 2015 Savings	Estimated FY 2016 Savings
A. Pre-VERA/VSIP Annual Payroll Cost	$39,466,790	$ 39,466,790	$ 39,466,790	$ 39,466,790
B. Payroll Savings for 25 VERA/VSIP Targeted Positions (4/4/2014 Buyout)[2]		$ (1,972,997)	$ (3,945,994)	$ (3,945,994)
C. Working Capital Fund Savings[3]		$ (87,500)	$ (175,000)	$ (175,000)
D. VSIP Buyout ($25,000 x 25)		$ 625,000		
E. Leave Payout Estimate ($58.81 x 240 hours x 25)[2]		$ 352,860		
F. Payroll for 15 New Hires (4/7/2014 Start)		$ 847,827	$ 1,695,654	$ 1,695,654
G. Working Capital Costs for 15 New Hires		$ 52,500	$ 105,000	$ 105,000
H. Post-VERA/VSIP Annual Payroll Cost		$ 39,284,480	$ 37,146,449	$ 37,146,449
Projected Savings with VERA/VSIP		$ (182,310)	$ (2,320,341)	$ (2,320,341)

[1] Based on projected FY 2014 payroll.

[2] Calculations are based on a GS-14, Step 6 (for 2013 in Washington, DC), the average cost of employees in the targeted pool. While a few eligible employees are located in other areas, the majority are located in Washington, DC. The 2013 GS 14, Step 6 salary is $122,744, or $58.81 per hour. With a 29% increase to account for benefits, the total annual cost is $157,840 annually.

[3] Working Capital Fund cost is based on $7,000 per position for computer, telephone, and internet access. Savings for 25 positions for one full year is $7,000 x 25 positions = $175,000.

[4] Assumes supervisory positions are backfiled filled at a GS-15, Step 1 in Washington, DC. The 2013 GS 15, Step 1 salary is $123,758; including 29% benefits, total salary is $159,144 annually. Assumes nonsupervisory positions would be filled at a GS-12, Step 1 in Washington, DC. The 2013 GS 12, Step 1 salary is $74,872; including 29% benefits, total salary is $96,280 annually.

Indirect Costs

The indirect costs are difficult to gauge because most are specific to the employee. Indirect cost such as security clearances are based on the position and employee. If the employee already has one the cost is

reduced. Transit subsidy and parking are indirect costs that are employee-specific and can only be determined after the employee has been recruited and tentatively selected.

V. Combined Request for Voluntary Separation Incentive Payments (VSIP) and Voluntary Early Retirement Authority (VERA)

Agency: U.S. Environmental Protection Agency
Covered Component(s): The Office of the Chief Financial Officer (OCFO)

VSIP and VERA

1. Explain the workforce situation the organization needs to address through VSIP and VERA that would otherwise require involuntary personnel actions, e.g., delayering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping.

As noted above in sections II and III, in FY 2013, OCFO's senior leaders assessed the current state of OCFO and its ability to carry out its mission. We found that OCFO cannot continue to carry out its work in the same manner with the reduced extramural and staffing resources experienced not only in the last few years, but anticipated in FY 2014 and beyond. We already have implemented new technologies to make our work easier and more cost-effective. We identified business processes for "LEANing." However, leveraging new technologies and LEANing business processes are not enough to enable OCFO to satisfy its mission needs given shrinking funding and staffing. The OCFO workforce must be reshaped to ensure we have the right people in the right place at the right time to carry out the mission, now and in the future. VERA/VSIP authority is essential for OCFO to proactively target those positions which have become excess or obsolete, and provide incentives for the incumbents to leave voluntarily, to allow critical hires in areas of need to be made.

2. Identify the end date for separations under VSIP and VERA.

Provide the end date for the authorities as well as the final date for employees to separate from the agency's employment roles.

The time period we request to complete our VSIP program is from the date of approval through April 30, 2014. We expect employees that accept VSIP to separate by April 4, 2014.

Required information for VSIP request

3. Identify the specific positions and functions to be reduced or eliminated by organizational unit, geographical location, occupational category, grade level, and any other factors related to the position, such as skills and knowledge gaps.

See Attachment 2.

4. **Describe the categories of employees who will be offered VSIP by organizational unit, geographical location, occupational category, grade level, and any other factors related to the position such as skills or knowledge gaps, or retirement eligibility.**

This should be a description of all groups of employees who will receive VSIP offers. The agency should use categories such as position titles, occupational series, grade levels or function(s) performed (e.g., maintenance workers, support staff, etc.). The request should also specify the geographic area(s) where the employees are located.

See Attachment 2.

5. Identify the number of VSIPs to be paid and the maximum amount of each VSIP (up to $25,000).

The maximum number of VERA/VSIP to be offered is 25.
The maximum amount that will be paid is $25,000.
The total maximum amount that will be paid is $625,000

6. Describe how the organization will operate without the eliminated positions and functions identified in number 1.

By offering VERA/VSIP to provide incentives for employees to leave voluntarily, OCFO will be able to reshape our workforce to address the uneven distribution of work and minimize the impact of budget and FTE reductions on national and internal OCFO operations. We will be able to implement reorganizations to consolidate organizational units and create efficiencies, while at the same time minimize any potential negative impacts on the workforce. We also plan to recruit for new skills needed by backfilling a modest number of positions. We will recruit candidates who have analytical and critical thinking, budget and financial management, and information management and technology skills. To address workload imbalances, we plan to reassign the duties of some vacated positions to underutilized employees who have the qualifications to perform the work and will make any appropriate adjustments to their position descriptions. In addition, we will analyze vacated positions to identify potential restructuring and allow a subset to be backfilled through reassignment or recruitment. We will simply abolish non-essential positions. If needed, OCFO will implement management-directed reassignments or details to ensure mission-critical programs are not interrupted. OCFO's senior leadership will ensure that the highest priorities of EPA and OCFO will be carried out during this time of organizational change and workforce restructuring.

7. Provide a proposed organization chart showing the expected changes to the organization's structure after completing the VSIP plan.

This chart should show the agency (or component within the agency, if the VSIP request is for a single component) minus the eliminated or restructured or redescribed positions (different grade, title, function(s), etc.). In order to effectively show the meaning of this information, it would be useful to display a current organization chart as well.

See Attachment 1.

8. If requesting, or will request, VERA, describe how that authority will be used in conjunction with VSIP.

This discussion should explain the extent to which the agency believes it will reach its voluntary separation goals by combining VERA with VSIP as an enticement for voluntary separation. If the agency believes the VERA, when used with VSIP may entice certain employees to retire early to receive

a VSIP, it should provide that information and explain the anticipated, positive effect that VERA will have on the VSIP acceptance rate.

OCFO has 45 employees eligible for optional retirement and 45 employees eligible for early out/buy out. Our attrition rate is low, and many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility. For these individuals, VSIP is the only incentive we can offer. Another target group is eligible for neither optional retirement and nor early retirement. For these individuals too, VSIP is the only incentive available. OCFO has 64 employees in this target group. Given that a reduced government income relative to optional retirement is inherent in VERA, we anticipate VSIP to be a necessary enticement also among the target group who are VERA-eligible. VERA authority in conjunction with VSIP will be essential if we are to reach our goal of 25 voluntary separations from among a target group of 140. As noted earlier, OCFO needs to reduce its on-board FTEs by at least 20.7 by the end of FY 14, and its annual attrition rate due to retirement over the past two years has averaged just 3.5%. Both VERA and VSIP are needed to meet our FTE target and provide room in our FTE ceiling for hiring to reshape our workforce.

9. If offering VSIPs under another statutory authority, describe how VSIPs are being used under that authority.

Not applicable.

Required information for VERA request

10. Provide the anticipated effective date of the substantial delayering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping described in number 1.

(Note: The date provided should not be earlier than the ending date provided in number 2)

OCFO's organizational change is a long-term process, beginning in May 2014.

11. Provide the total number of permanent employees in the agency or covered component(s).

As of November 2013, OCFO employs 351 permanent employees.

12. Provide the total number of permanent employees in the agency or covered component(s) who are expected to be involuntarily separated, downgraded, transferred, or reassigned as a result of the reason(s) in number 1.

For example, if you are requesting VERA based on a need to reshape your workforce to correct skills imbalances, you will likely experience voluntary separations, reassignments, and reclassifications. The sum of these anticipated actions is the number we're seeking.

We expect to process at least 15 personnel actions (voluntary separations, reassignments, details, reclassifications, and internal/external recruitments) to implement the organizational changes planned for OCFO.

13. Provide the total number of employees in the agency or covered component(s) who are eligible for voluntary early retirement. (Do not include employees eligible for optional retirement.)

The number is 45.

14. Provide an estimate of the number of employees in the agency or covered component(s) who are expected to take voluntary early retirement.

The number is 15.

15. Describe the types of personnel actions anticipated as a result of the reason(s) in number 1 (e.g., reassignments, downgrades, separations) that would occur without VERA.

- Voluntary separations
- Details (if necessary)
- Reassignments
- Abolish and/or reclassify positions
- Internal and external recruitment

Attachments

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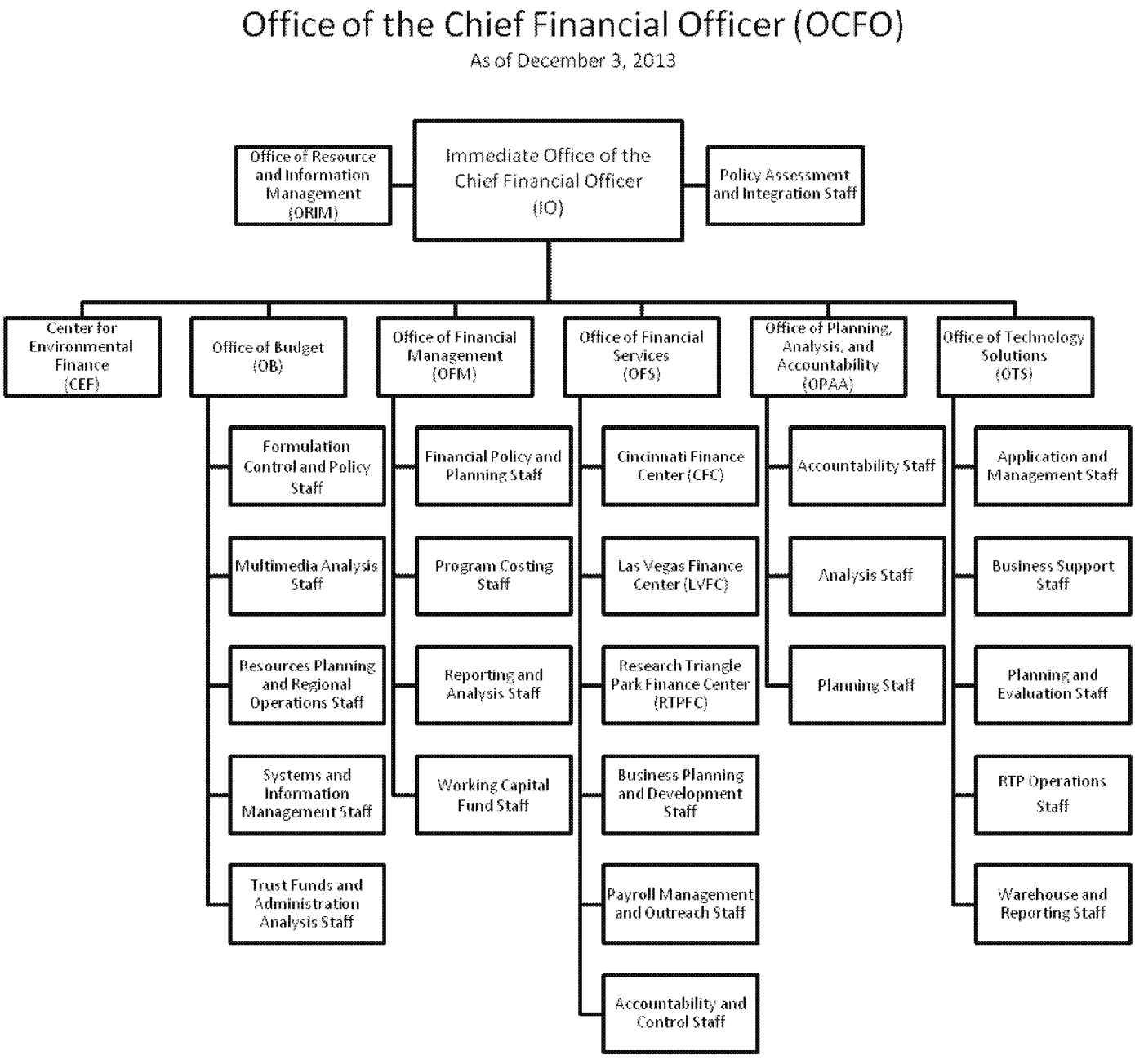
Current OCFO Organization Chart



Proposed Organization Chart Displaying Expected Changes After Completion of Incentive Payments. OCFO anticipates reorganizing at a later date to realize efficiencies by combining organizational units and reducing the number of management positions. Specific changes in the OCFO Organizational Chart have not yet been finalized. As noted on page 6, among the organizational changes that OCFO is considering are: consolidation of OCFO's policy functions into OFM to take advantage of the extensive work OFM has done updating and making more accessible the suite of agency financial policies; and movement of the GAO audit management function into OPAA.

Targeted Positions for VERA/VSIP Offers

Breakdown by job series and number of positions that are targeted for VERA/VSIP in OCFO.

All positions are located in Washington, DC, Durham, NC, Las Vegas, NV, and Norwood, OH.

Category	Series	Title	Regular Retirement Eligible	Early Retirement Eligible	Other	Total
Supervisory						
	340	Program Manager	1	0	0	1
	343	Supervisory Program/Management Analyst/Program Analysis Officer	5	3	7	15
	501	Supervisory Financial/Management Specialist	1	1	6	8
	510	Supervisory/Staff Accountant	2	5	8	15
	2210	Supervisory IT Specialist	0	2	2	4
Subtotal			***9***	***11***	***23***	***43***
Nonsupervisory GS 13s/14s/15s						
	301	Information Management Specialist/Legislative Analyst	1	1	1	3
	343	Program Analyst	11	10	23	44
	501	Financial/Management Specialist, Resource Management Leader	2	7	7	16
	560	Budget Analyst	1	0	3	4
	1301	Environmental Scientist	0	2	0	2
Subtotal			***15***	***20***	***34***	***69***
Administrative and Internal Management Functions						
	301	Program Specialist	0	5	1	6
	303	Clerk	1	0	0	1
	318	Secretary	3	1	1	5
	341	Administrative Officer	0	2	0	2
	343	Program/Management Analyst	0	5	2	7
	560	Budget Analyst	2	0	0	2
Subtotal			***6***	***13***	***4***	***23***
Grants/Contracts						
	301	Environmental Finance Specialist	0	1	0	1
	343	Program Analyst	1	0	3	4
Subtotal			***1***	***1***	***3***	***5***
Total			**31**	**45**	**64**	**140**

All 2210 IT Management (Information Security) positions are excluded from the targeted population.

Job Series and Positions Excluded from VERA/VSIP Offers

Breakdown of the targeted positions by office, title, grade and series that have been excluded from the VSIP and VERA offers in OCFO.

All positions are located in Washington, DC, Durham, NC, Las Vegas, NV, and Norwood, OH.

Office	Series	Title	Grade	Regular Retirement Eligible	Early Retirement Eligible	Other	Total
OFS	501	Financial Specialist	9	1	2	0	3
OFS	501	Financial Specialist	11	2	1	0	3
OFS	501	Financial Specialist	12	3	7	0	10
Subtotal				***6***	***10***	***0***	***16***
OFS	510	Accountant	12	3	4	0	7
OTS	510	System Accountant	12	0	1	0	1
OFM	510	Accountant/Staff Accountant	13	2	3	0	5
OFS	510	Accountant/Systems Accountant	13	4	4	0	8
OFM	510	Accountant	14	2	1	0	3
OFS	510	Accountant	14	1	1	0	2
OTS	510	Systems Accountant	14	2	0	0	2
OTS	510	Systems Accountant	15	1	0	0	1
Subtotal				***15***	***14***	***0***	***29***
OB	560	Budget Analyst	12	0	0	1	1
Subtotal				***0***	***0***	***1***	***1***
OB	2210	Information Technology Specialist	12	1	0	0	1
OTS	2210	IT Specialist (INFOSEC, APPSW, SYSANALYSIS)	13	1	3	0	4
ORIM	2210	IT Specialist	14	0	1	0	1
OTS	2210	IT Specialist/(Systems Analysis)	14	0	2	0	2
OB	2210	Information Technology Specialist	15	1	0	0	1
OFS	2210	IT Specialist	15	1	0	0	1
OTS	2210	Information Technology Specialist	15	1	0	0	1
OTS	2210	IT Project Manager	15	0	1	0	1
Subtotal				***5***	***7***	***0***	***12***
TOTAL				***26***	***31***	***1***	***58***

Targeted Positions for VERA/VSIP Offers and Maximum Number of VERA/VSIP Offers to Be Made in OCFO

Breakdown by office, location, job series, number of positions and grade for VERA/VSIP.

All positions are located in Washington, DC, Durham, NC, Las Vegas, NV, and Norwood, OH.

Category	Office	Location	Series	Title	Grade	Current Number Targeted Positions	Maximum Number of VERA/VSIP Offers
Supervisory							8
	OFS/RTP	Durham, NC	340	Program Manager	15	1	
				Subtotal 340		***1***	
	IO	Wash., DC	343	Supervisory Program Analyst	15	1	
	OB	Wash., DC	343	Supervisory Management/Program Analyst	15	5	
	OFS	Wash., DC	343	Supervisory Program Analyst	15	1	
	OPAA	Wash., DC	343	Supervisory Program Analyst	15	4	
	OTS	Wash., DC	343	Supervisory Program Analyst	15	1	
	CEF	Wash., DC	343	Supervisory Program Analyst	15	1	
	ORIM	Wash., DC	343	Program Analysis Officer	15	2	
				Subtotal 343		***15***	
	OFS	Wash., DC	501	Supervisory Financial Management Specialist	15	1	
	OFM	Wash., DC	501	Supervisory Financial/Management Specialist	15	4	
	OTS	Wash., DC	501	Supervisory Financial Management Specialist	15	1	
	OFS	Las Vegas, NV	501	Supervisory Financial/Management Specialist	13	2	
				Subtotal 501		***8***	
	OFS	Wash., DC	510	Supervisory Accountant	15	1	
	OFM	Wash., DC	510	Supervisory Staff Accountant	15	1	
	OFS	Las Vegas, NV	510	Supervisory Accountant	15	1	
	OFS	Norwood, OH	510	Supervisory Accountant	15	2	
	OFS	Durham, NC	510	Supervisory Accountant	14	2	
	OTS	Norwood, OH	510	Supervisory Accountant	14	1	
	OFS	Norwood, OH	510	Supervisory Accountant	14	1	
	OFS	Wash., DC	510	Supervisory Accountant	14	1	
	OFS	Durham, NC	510	Supervisory Accountant	13	5	
				Subtotal 510		***15***	
	OTS	Durham, NC	2210	Supervisory IT Specialist	15	1	
	OTS	Wash., DC	2210	Supervisory IT Specialist	15	3	
				Subtotal 2210		***4***	
				Total		***43***	

Targeted Positions for VERA/VSIP Offers and Maximum Number of VERA/VSIP Offers to Be Made in OCFO (cont'd)

Breakdown by office, location, job series, number of positions and grade for VERA/VSIP.

All positions are located in Washington, DC, Durham, NC, Las Vegas, NV, and Norwood, OH.

Category	Office	Location	Series	Title	Grade	Current Number Targeted Positions	Maximum Number of VERA/VSIP Offers
Nonsupervisory GS 13s/14s/15s							
	OFS	Wash., DC	301	Information Management Specialist	14	1	
	OPAA	Wash., DC	301	Legislative Analyst	14	1	
	OFS	Wash., DC	301	Events Coordinator	13	1	
				Subtotal 301		***3***	
	OB	Wash., DC	343	Lead/Program Analyst	15	6	
	OPAA	Wash., DC	343	Program Analyst	15	2	
	OTS	Wash., DC	343	Program Analyst	15	1	
	IO	Wash., DC	343	Program Analyst	15	1	
	IO	Wash., DC	343	Program Analyst	14	1	
	OB	Wash., DC	343	Lead Program Analyst	14	2	
	OFS	Wash., DC	343	Program Analyst	14	2	
	OPAA	Wash., DC	343	Program Analyst	14	6	
	ORIM	Wash., DC	343	Program Analyst	14	2	
	OTS	Wash., DC	343	Program Analyst	14	6	
	OB	Wash., DC	343	Lead/Program Analyst	13	7	
	OFS	Wash., DC	343	Program/Management Analyst	13	3	
	OPAA	Wash., DC	343	Program Analyst	13	5	
				Subtotal 343		***44***	
	OFM	Wash., DC	501	Financial Management Specialist	15	5	12
	ORIM	Wash., DC	501	Resource Management Leader	15	1	
	OB	Wash., DC	501	Resource Management Systems Analyst/Financial Management Specialist	14	2	
	OFM	Wash., DC	501	Financial/Management Specialist	14	3	
	OFS	Las Vegas, NV	501	Financial Specialist	14	1	
	OFM	Durham, NC	501	Financial Specialist	14	1	
	OTS	Wash., DC	501	Financial Specialist	14	1	
	OFM	Wash., DC	501	Financial Specialist	13	1	
	OFS	Norwood, OH	501	Financial Specialist	13	1	
				Subtotal 501		***16***	
	OB	Wash., DC	560	Lead Budget Analyst	15	1	
	OB	Wash., DC	560	Budget Analyst	14	1	
	OB	Wash., DC	560	Budget Analyst	13	2	
				Subtotal 1301		***4***	
	OPAA	Wash., DC	1301	Environmental Scientist	15	1	
	OPAA	Wash., DC	1301	Environmental Scientist	14	1	
				Subtotal 1301		***2***	
				Total		***69***	

Targeted Positions for VERA/VSIP Offers and Maximum Number of VERA/VSIP Offers to Be Made in OCFO (cont'd)

Breakdown by office, location, job series, number of positions and grade for VERA/VSIP.

All positions are located in Washington, DC, Durham, NC, Las Vegas, NV, and Norwood, OH.

Category	Office	Location	Series	Title	Grade	Current Number Targeted Positions	Maximum Number of VERA/VSIP Offers
Administrative and Internal Management Functions							
	IO	Wash., DC	301	Program Specialist	13	2	
	OFM	Wash., DC	301	Program Specialist	12	1	
	OB	Wash., DC	301	Program Specialist	11	1	
	OPAA	Wash., DC	301	Program Specialist	11	1	
	OTS	Wash., DC	301	Program Specialist	11	1	
				Subtotal 301		***6***	
	OB	Wash., DC	303	Clerk	5	1	
				Subtotal 303		***1***	
	OFM	Wash., DC	318	Secretary	8	1	
	OFS	Wash., DC	318	Secretary	8	1	
	OFM	Wash., DC	318	Secretary	7	2	
	OTS	Wash., DC	318	Secretary	7	1	4
				Subtotal 318		***5***	
	OB	Wash., DC	341	Administrative Officer	12	1	
	OPAA	Wash., DC	341	Administrative Officer	12	1	
				Subtotal 341		***2***	
	ORIM	Wash., DC	343	Program Analyst	13	6	
	OTS	Wash., DC	343	Management Analyst	13	1	
				Subtotal 343		***7***	
	OB	Wash., DC	560	Budget Analyst	13	1	
	OB	Wash., DC	560	Budget Analyst	12	1	
				Subtotal 560		***2***	
				Total		***23***	
Grants/Contracts							
	OCFO/CEF	Wash., DC	301	Environmental Finance Specialist	13	1	
				Subtotal 301		***1***	
	OCFO/CEF	Wash., DC	343	Program Analyst	14	1	1
	OCFO/CEF	Wash., DC	343	Program Analyst	13	1	
	OCFO/CEF	Wash., DC	343	Program Analyst	12	1	
	OCFO/CEF	Wash., DC	343	Program Analyst	11	1	
				Subtotal 343		***4***	
				Total		***5***	
				Grand Total		***140***	***25***

Message

From: Hart, Debbi [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=62AFB40F2BF1484D933F2CE207EB20E7-HART, DEBRA]
Sent: 4/6/2017 5:55:06 PM
To: Vizian, Donna [Vizian.Donna@epa.gov]
Subject: a few more questions

Has OCFO mapped out the surplus positions? (I'll check with Maria on this)

Ex. 5 - Deliberative Process

From: Hart, Debbi
Sent: Thursday, April 06, 2017 12:49 PM
To: Vizian, Donna <Vizian.Donna@epa.gov>
Subject: VERA/VSIP guidance

Is this what you were referencing?

VSIP Guidance
VSIPs are an option for increasing voluntary attrition in agencies that are downsizing or restructuring. Besides providing an incentive for employees to voluntarily retire or resign to avoid potential reduction in force actions, the agency may also offer VSIP to employees in safe positions that could then provide placement opportunities for employees holding surplus positions. P. 2

VERA Guidance
If the agency receives a VERA authority, the defined goals will assist the agency in monitoring the authority and, if necessary, to adjust the option while it is underway (for example, to close the VERA option after reaching the agency's workforce targets). P.3

The most important item for an agency to consider in maximizing the positive benefits of VERA is the agency's ability to accurately target the positions covered by the option. For example, to minimize the disruption of a reduction in force, the agency could target VERA for positions where (1) the incumbent is a displaced employee, or (2) an employee in a continuing position may retire early, allowing the agency to place an employee who would otherwise be involuntary separated in the vacant position. P.6

Debbi Hart
Director
Policy, Planning & Training Division
OHR, OARM
USEPA
202.564.2011
hart.debbi@epa.gov

****

Message

From: Hart, Debbi [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=62AFB40F2BF1484D933F2CE207EB20E7-HART, DEBRA]
Sent: 7/19/2017 12:45:01 PM
To: Parker, Gary [parker.gary@epa.gov]
Subject: FW: OLEM V/V

Importance: High

Just saw this—maybe you can call Susan. Very close hold!

Debbi Hart
Director
Policy, Planning & Training Division
OHR, OARM
USEPA
202.564.2011
hart.debbi@epa.gov

****

From: Vizian, Donna
Sent: Tuesday, July 18, 2017 11:38 PM
To: Smith, Susan <Smith.Susan@epa.gov>
Cc: Hunt, Loretta <Hunt.Loretta@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>
Subject: Re: OLEM V/V

Thank you. I think this will work

On Jul 18, 2017, at 6:15 PM, Smith, Susan <Smith.Susan@epa.gov> wrote:

> Assuming you are talking about max offers. See below:
> ORCR - 31
> OSRTI - 18
> Let me know if you need anything else.
>
> Sent from my iPhone
>
> On Jul 18, 2017, at 5:35 PM, Vizian, Donna <Vizian.Donna@epa.gov> wrote:
>
> > Hi Susan,
> >
> > Can you tell me the break out between SF and RCRA? Thanks

Message

From: Hart, Debbi [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=62AFB40F2BF1484D933F2CE207EB20E7-HART, DEBRA]
Sent: 4/5/2017 4:24:00 PM
To: Loretta Hunt [Hunt.Loretta@epa.gov]
Subject: FW: EMC Follow-up

Hey—we will need to pull out the Toolkit to see what can be helpful beyond what we already pulled together.

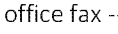
From: Hart, Debbi
Sent: Wednesday, April 05, 2017 10:13 AM
To: Showman, John <Showman.John@epa.gov>
Cc: Vizian, Donna <Vizian.Donna@epa.gov>; Cooper, Marian <Cooper.Marian@epa.gov>; Gray, Linda <gray.linda@epa.gov>; Carpenter, Wesley <Carpenter.Wesley@epa.gov>; Bell, Matthew <Bell.Matthew@epa.gov>
Subject: Re: EMC Follow-up

We have the V/V eligibility reports for each program and regional office.
We can also look through ALL the related info we have in out V/V toolkit to find relevant guidance for folks. We can pull items and share with you in advance. DH

Sent from my iPhone

On Apr 5, 2017, at 9:44 AM, Showman, John <Showman.John@epa.gov> wrote:

> I think Debbi and Jason have been preparing the individual reports for programs and regions. If they are ready we should try and get the info out early next week.
>
> Sent from my iPhone
>
> On Apr 5, 2017, at 9:41 AM, Vizian, Donna <Vizian.Donna@epa.gov> wrote:
>
> > No date specific but folks are anxious
> >
> > On Apr 5, 2017, at 9:33 AM, Cooper, Marian <Cooper.Marian@epa.gov> wrote:
> >
> > > As a result of the VERA/VSIP discussion at the EMC yesterday, Donna agreed to send the EMC members a template and data for each organization. I have attached what may have been the template we used in 2013.
> > >
> > > Donna – did you commit to a date when they would receive this information?
> > >
> > > Thanks,
> > > Marian
> > >
> > > Marian Pechmann Cooper
> > > Chief of Staff
> > > Office of Administration and Resources Management
> > > William Jefferson Clinton Federal Building-NORTH (3330)
> > > Washington, DC 20460
> > > office number -- 202 564-0620

office fax -- 202 564-0233


<EPA VERA-VSIP Template Rev.doc>

Combined Request for Voluntary Separation Incentive Payments (VSIP) and Voluntary Early Retirement Authority (VERA)

Agency:

Covered Component(s):

VSIP and VERA

1. Explain the workforce situation the organization needs to address through VSIP and VERA that would otherwise require involuntary personnel actions, e.g., delayering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping.

2. Identify the time periods for separations under VSIP and VERA.

Required information for VSIP request

3. Identify the specific positions and functions to be reduced or eliminated by organizational unit, geographical location, occupational category, grade level, and any other factors related to the position, such as skills and knowledge gaps.

4. Describe the categories of employees who will be offered VSIP by organizational unit, geographical location, occupational category, grade level, and any other factors related to the position such as skills or knowledge gaps, or retirement eligibility.

5. Identify the number of VSIPs to be paid and the maximum amount of each VSIP (up to $25,000).

6. Describe how the organization will operate without the eliminated positions and functions identified in number 1.

7. Provide a proposed organization chart showing the expected changes to the organization's structure after completing the VSIP plan.

8. If requesting, or will request, VERA, describe how that authority will be used in conjunction with VSIP.

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9. If offering VSIPs under another statutory authority, describe how VSIPs are being used under that authority.

Required information for VERA request

10. Provide the anticipated effective date of the substantial delayering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping described in question number 1.

11. Provide the total number of permanent employees in the agency or covered component(s).

12. Provide the total number of permanent employees in the agency or covered component(s) that are expected to be involuntarily separated, downgraded, transferred, or reassigned as a result of the reason(s) in number 1.

13. Provide the total number of employees in the agency or covered component(s) that are eligible for voluntary early retirement. (Do not include employees eligible for optional retirement.)

14. Provide an estimate of the number of employees in the agency or covered component(s) who are expected to take voluntary early retirement.

15. Describe the types of personnel actions anticipated as a result of the reason(s) in number 1 (e.g., reassignments, downgrades, separations) that would occur without VERA.

Message

From: Hart, Debbi [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=62AFB40F2BF1484D933F2CE207EB20E7-HART, DEBRA]
Sent: 7/18/2017 1:07:55 PM
To: Vizian, Donna [Vizian.Donna@epa.gov]; Hunt, Loretta [Hunt.Loretta@epa.gov]
Subject: RE: V/V

I got it Loretta

From: Vizian, Donna
Sent: Tuesday, July 18, 2017 9:07 AM
To: Hunt, Loretta <Hunt.Loretta@epa.gov>
Cc: Hart, Debbi <Hart.Debbi@epa.gov>
Subject: Re: V/V

Just need # in the pool

On Jul 18, 2017, at 9:03 AM, Hunt, Loretta <Hunt.Loretta@epa.gov> wrote:

> Donna, does the following work, or do you need more?
>
> EPA's VERA/VSIP Authority
>
> · Was approved by OPM July 10, 2017
> · Covers 22 program offices and regions
> · Maximum VSIPs to be paid: 1,227
> · EPA is seeking to reduce, restructure and reshape its various program and regional offices according to the following themes: delayering to increase our staff to supervisor ratio; consolidation or reduction of administrative or support functions; restructuring or reducing highly graded supervisory and non-supervisory positions; restructuring to focus on core business functions (administrative support); restructuring to focus on STEM/programmatic priorities; and consolidating and streamlining functions/activities/reduce number of programs.
>
> Sent from my iPhone
>
> On Jul 17, 2017, at 7:11 PM, Vizian, Donna <Vizian.Donna@epa.gov> wrote:
>
> > Did you guys do a summary of the business case? I need something for Ryan

UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
REGION 6
1445 ROSS AVENUE, SUITE 1200
DALLAS, TEXAS 75202 – 2733

Office of the Regional Administrator

March 7, 2014

MEMORANDUM

SUBJECT: Addendum to U.S. Environmental Protection Agency Request for Voluntary Early Retirement Authority and Voluntary Separation Incentive Payments for Region 6

FROM: Samuel Coleman, P.E.
Deputy Regional Administrator

THRU: Craig E. Hooks
Assistant Administrator, OARM

TO: Kimberly Holden, Deputy Associate Director
Recruitment and Hiring, OPM

This memorandum addresses two necessary administrative corrections. Certain positions were omitted from Region 6's original VERA/VSIP request in error. These additional positions should be a part of the targeted populations of both Environmental Program and Administrative and Programmatic Support positions that were identified in the original request, Attachment 3: Targeted Positions and Maximum Number of VERAs/VSIPs to be offered to Targeted Positions by Office and Series. Additionally, we have deleted some series completely and revised our maximum number of VERA/VSIP to be offered to comport with revised expectations of likely applicants. These requested adjustments conform to our business case justification for the original VERA/VSIP authorization request. This addendum request does not change the number of VERA/VSIP offers (60) desired to be made. The addendum brings the total targeted population up to 665 with the addition of the 13 positions identified below.

Other specializations were thought to have been included in the database of positions requested to be considered in Attachment 3: Targeted Positions and Maximum Number of VERAs/VSIPs to be Offered to Targeted Positions by Office and Series, but were not. The affected positions include:

1. Six Management and Program Analysts (GS-0343 series in grades 9/11/12/13)
2. One Toxicologist (GS-0415-13);
3. One Grants Management Specialist (GS-1109-13);
4. Four Environmental Engineers (GS-0819, expanding the area of consideration to GS-12/13/14/15);
5. Physical and Environmental Scientists (GS-1301, expanding the area of consideration to GS-12/13/14/15. Number of offers will remain the same as in the original request (10)); and
6. One Chemist (GS-1320-13).

This paper is printed with vegetable-oil-based inks and is 100-percent postconsumer recycled material, chlorine-free-processed and recyclable.

If this request is approved; we request that, should a specific, targeted group not fully utilize its entire allocation, the Region be authorized to allocate the remaining offers across all other groups as long as the Region does not exceed 60 total VERA/VSIP approved offers. The updated table (Attachment 3) of positions, included with the original request, is attached for your reference.

Attachment

This paper is printed with vegetable-oil-based inks and is 100-percent postconsumer recycled material, chlorine-free-processed and recyclable.

Attachment 3 Revised: Targeted Positions and Maximum Number of VERAs/VSIPs to be Offered to Targeted Positions by Office and Series					
Occupational Series		**Grade**	**Location***	**Number of positions targeted**	**Maximum VERA/VSIP to be offered**
0028	Environmental Protection Specialist	GS-9/11/12	Dallas, TX	49	8
0028	Environmental Protection Specialist	GS-13/14/15	Dallas, TX	119	10
0301	Miscellaneous Administrative Specialist	GS-7/9/11/13/14	Dallas, TX	22	3
0343	Management and Program Analyst	GS-9/11/12/13	Dallas, TX	28	6
0344	Management and Program Clerical and Assistance	GS-7/8	Dallas, TX	3	1
0401	Life Scientist (General Resource Management and Biological Science)	GS-12/13/14/15	Dallas, TX	25	4
0415	Toxicologist	GS-13/14	Dallas, TX	4	1
0501	Financial Specialist	GS-13	Dallas, TX (Management Division only)	5	1
0819	Environmental Engineer	GS-12/13/14/15	Dallas, TX	68	10
0905	Attorney-Advisor	GS-14/15	Dallas, TX (GS-15 Office of Regional Counsel only), Houston, TX (GS-14 Office of Regional Counsel only)	148	3
1082	Writer/Editor	GS-12	Dallas, TX	1	1
1109	Grants Management Specialist	GS-13	Dallas, TX	8	1

Attachment 3 Revised: Targeted Positions and Maximum Number of VERAs/VSIPs to be Offered to Targeted Positions by Office and Series					
1301	Physical Scientist/ Environmental Scientist	GS-12/13/14/15	Dallas, TX	170	10
1320	Chemist	GS-13	Houston, TX	15	1
			Total:	**665**	**60**

Total VSIP eligible under plan	369
Total VERA eligible under plan	226
Total voluntary eligible under plan	208
Total offered**	60

*All offers will be presented Region-wide.

**If a specific targeted group does not utilize its entire allocation, the remaining offers will be allocated across all other groups as long as the Region does not exceed 60 total VERA/VSIP approved offers.

U.S. Environmental Protection Agency
Request for
Voluntary Early Retirement Authority
and
Voluntary Separation Incentive Payments
for
Region 6

I. Introduction

II. Background

III. Reshaping the Workforce

IV. Budget Neutrality/Costs/Savings

V. Combined VERA/VSIP Request

Attachments:

Attachment 1– Current Organizational Charts

Attachment 2 – New Organizational Charts

Attachment 3 – Targeted Positions and Maximum Number of VERAs/VSIPs to be Offered to Targeted Positions by Office and Series.

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U.S. Environmental Protection Agency
Request for
Voluntary Early Retirement Authority
and
Voluntary Separation Incentive Payments
for
Region 6

1. Introduction

In accordance with Section 1313(b) of the Chief Human Capital Officer's Act of 2002, the U. S. Environmental Protection Agency (EPA) is requesting approval authority through May 1, 2014, for the use of Voluntary Early Retirement Authority (VERA/Early Out) and Voluntary Separation Incentive Payment (VSIP/Buy-Out) in EPA's Region 6.

EPA Region 6 will use these authorities in two areas. First is to reduce and reshape the region's administrative, programmatic, and paralegal/legal support workforce to reflect our needs moving forward. The region will specifically reduce and reshape the following positions: GS-0029 Environmental Protection Assistant, GS-0318 Secretary, GS-0326 Office Automation Clerk, GS-0344 Management and Program Clerk and Assistant, GS-0301 Miscellaneous Administrative Specialist, GS-0501 Financial Specialist, GS-0510 Accountant, GS-0260 EEO Specialist, GS-0950 Paralegal Specialist, GS-1082 Writer/Editor, and GS-0028 Environmental Protection Specialist within Region 6. (This area includes GS-0028 Environmental Protection Specialists GS-9 through GS-12 performing primarily lower graded administrative program support work, i.e. data gathering, data entry, etc.).

The role of these positions has changed significantly in the past decade with changing technology and the decentralization of many functions previously performed such as data entry, data collection, typing, travel, time keeping, etc. Through attrition gained by VERA and VSIP, the region will consolidate the majority of the work into fewer positions. The less complex work will be restructured into a modest rehiring plan at lower graded positions. This will allow the region to reduce the overall number of positions, while recognizing the significant changes in technology and decentralization of functions that has occurred in the past decade. The region will restructure how support is provided by pooling each division's resources in a way that addresses imbalances across branches and achieves efficiencies based on functional specialization and use a small number of the vacated positions to hire personnel with expertise to address growing needs in the area of records management, budget execution and eDiscovery.

The second area where we will use VERA and VSIP is to reduce and reshape our higher-graded workforce. The region will:

- Reduce and reshape the environmental program positions (i.e., GS-0028 Environmental Protections Specialists, GS-0401 Life Scientists, GS-0819 Environmental Engineers, and GS-1301 Physical Scientist positions) at the GS-13 grade level and above within Region 6 to achieve an overall region-wide reduction and reshaping of the workforce. The VERA and VSIP will be offered to both supervisory and non-supervisory GS-13 and above positions. Through attrition gained by VERA and VSIP, the region will reassign the most complex work (i.e., GS-13 level and above) to existing higher graded positions

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in order to concentrate the assignment of this work into fewer positions. The less complex work will be restructured into lower-graded GS-7/9/11 positions with promotion potential established to the GS-12 level. Reshaping will occur, in part, through consolidation of some management positions and a reduction of some, but not all, non-supervisory positions at higher grade levels. This will allow us to recruit entry-level candidates interested in working on program and technical issues that require the integration of multimedia approaches and new technology skills to more efficiently and effectively implement program objectives, rather than a sole reliance on regional and/or national level experts in specific fields. While some non-supervisory higher graded positions will remain, this will create a more grade-level balanced workforce in the region. Changes in national and regional priorities, combined with advancements in science and technology, have reduced the need for high numbers of positions in these series.

- Reduce and reshape the Attorney Advisor (GS-0905) positions at the GS-14 and GS-15 grade levels within Region 6, which will result in greater support of multimedia approaches, greater use of technology in evidence gathering and communication, and more comprehensive settlements as opposed to individual rule violations. The VERA and VSIP will be offered to both supervisory and non-supervisory GS-14 and GS-15 positions. Through attrition gained by VERA and VSIP, the region will, in part, reassign the most complex work (i.e., GS-15 level) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. The less complex work will be restructured into lower-graded positions. Reshaping will occur, in part, through consolidation of some management positions and a reduction of some, but not all, non-supervisory positions at higher grade levels. The region intends to backfill a smaller number of positions, consistent with our overall future workforce projections. In addition, these positions will be offered at the entry level for attorney-advisors, which will create a more diverse workforce profile while they are progressing to the full performance level of GS-14. Finally, the limited attorney hires will also be focused on a different skill set supporting multimedia approaches, greater use of technology in evidence gathering and communications, and more comprehensive settlements as opposed to individual rule violations.

- Reduce and reshape the Public Affairs (GS-1035) positions in the Office of External Affairs. Region 6 will reduce the number of Public Affairs Specialists at the GS-13 level and establish career ladder positions with the full performance level of GS-12. With limited hiring, Region 6 will focus on attracting candidates who have the skills to communicate in multiple languages and utilize social media to accomplish the mission of the Agency and the region. The skill set necessary to be effective in the position will require strong communication skills, including the ability to effectively utilize social media in community outreach efforts and the ability to communicate orally and in writing in multiple languages, particularly Spanish.

- Reduce and reshape the Safety and Occupational Health Specialist (GS-0018) positions within the Management Division in Region 6. Region 6 will reduce the number of Safety and Occupational Health Specialists at the GS-13 level to reflect the changing nature of the work as well as regulatory reporting requirements which have been decreased due to advances in technology and automation. The EPA headquarters establishes the standards, and writes policy, for regional office to utilize and administer. The elimination of the

need for one Safety and Occupational Health Specialist position will not adversely impact the regional Health and Safety program.

Non-supervisory GS-13, GS-14, and GS-15 positions historically were created to focus on specific programs/pollutants at a particular point in time when sufficient higher graded work was present (e.g., wetlands expert, fish contaminants expert). Similarly, non-attorney regional GS 14's have been created as a result of a regional employee being recognized as a national expert for a specific sector (e.g., refineries), pollutant (mercury), or program (Total Maximum Daily Limits (TMDL) Process Manager). Program priorities have evolved over time based, in part, on executive leadership direction, and specific knowledge of a particular sector, program or pollutant that supported the higher grade at one point may no longer exist, or exist in an amount insufficient to support a stand-alone, high graded position. In addition, re-engineering our partnerships with States, tribes and other stakeholders to accomplish our environmental mission requires us to balance EPA's obligation to provide certain oversight/ accountability while reducing duplication of work. The ability to effectively manage these multiple roles requires a much higher degree of collaboration, communication and interpersonal skills, with an ability to maintain each relationship overall without compromising our ability to take a stand in key situations for the future Region 6 workforce. Finally, continuing to move from a 1 person/1 program mentality to greater cross-training and work-sharing will allow us to better meet our mission regardless of where short or long-term vacancies occur. Using collateral duties to allow staff to assist other programs with critical skill gaps (the Agency's Skills Marketplace) is an example of this. These changes require employees with a high degree of collaboration and self-management skills, with an ability to apply their degrees/technical backgrounds to a variety of situations.

As of November 2013, Region 6 employs 803 permanent employees. Based on a recent regional roster report, 46% of Region 6 employees are at the GS-13 level, and 71% of Region 6 employees are grades 13 and above. In comparison, 20% of Region 6 employees are at the GS-12 level, with about 9% in the GS-5 through GS-11 levels, some of whom have career ladders to the GS-12 (or GS-13). In Region 6, we have 94 non-supervisory GS-14's (34 are attorneys) and 20 non-supervisory GS-15's (18 are attorneys).

Both the VERA and VSIP opportunities will be offered to up to employees in targeted occupations, and grade levels located within EPA Region 6. Targeting decisions were made by senior managers based on the specific mission needs required to reshape their workforce. Allocation decisions were made to support the reduction and reshaping of Region 6's grade-level structure and to meet FY 14 budget and staffing levels. A total of 425 positions will be targeted and up to 60 offers will be made. Decisions on which employees may be authorized VERA and VSIP will be based on the employee's permanent official division, position of record, occupational series, and grade level. Decisions about who receives VERA and VSIP will be prioritized based upon the employee's official Service Computation Date-LEAVE; with preference given to those with the highest years of combined service at the EPA should two or more applicants within a VERA and VSIP eligible category have the same Service Computation Date-LEAVE.

II. Background

The U.S. EPA Region 6 currently employs 803 permanent employees responsible for carrying out the EPA's environmental and human health mission with the cooperation of five states

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(Texas, Oklahoma, Louisiana, Arkansas, New Mexico), and 66 federally recognized Tribes. In all of its congressionally mandated programs, the region oversees State Tribal/ Territorial activities for conformance with law and regulation, and also independently conducts federal rulemaking, permitting, inspections, enforcement, grant administration and public outreach to compel compliance, protect human health and restore environmental conditions.

Region 6 is organizationally divided into Divisions and Offices. The "programmatic" divisions (Office of Environmental Justice and Tribal Affairs, Compliance Assurance and Enforcement Division, Multimedia Planning and Permitting Division, Water Quality Protection Division, and Superfund Division) are responsible for implementing the relevant environmental laws, such as the Clean Air Act, Resources Conservation and Recovery Act, Comprehensive Environmental Response, Compensation and Liability Act, and Clean Water Act. The Management Division manages the region's resources, including human resources, facilities, extramural funding and the Regional Lab. The remaining Offices (Office of Regional Counsel and Office of External Affairs) are responsible for activities that cross divisional boundaries.

Region 6's divisions are assigned responsibility for one or more of the following environmental regulatory statutes (i.e., Clean Air Act, Clean Water Act, Resources Conversation and Recovery Act, Comprehensive Environmental Response, Compensations and Liability Act (also known as the Superfund), Federal Insecticide, Fungicide & Rodenticide Act, Toxics Substance Control Act, National Environmental Policy Act and the Oil Pollution Act.) Region 6's Superfund, Water Quality, Compliance Assurance, and Multimedia Planning and Permitting are often referred to as media divisions because they develop and implement programs to restore environmental media resources such as air, water, and land, and to protect human health.

In addition to the reasons noted in the previous section, Region 6 needs to reduce, rebalance grade levels and restructure our workforce to recruit in the new skills and abilities to also support the Next Generation Compliance Strategy. The Next Generation Compliance Strategy will require new skills in our technical and legal staff to meet the demands of optimizing use of new monitoring technologies, working with communities and community-collected information on local sources and impacts, and developing/using innovative enforcement approaches to improve compliance. This paradigm shift also impacts the region's regulatory and permitting personnel who must assist states in adopting/issuing more effective regulations and permits that are easier to implement and enforce, utilize advanced emissions monitoring and electronic reporting, including requiring information to be publically available. Finally, continued advancement in IT technologies will foster further streamlining and redefine our work, allowing people to manage workloads more effectively and with greater consistency. Taken together, these drivers, along with our budget realities, require the region to reduce, rebalance and restructure our workforce in a manner not possible through current attrition rate, which has averaged about 4%[1]. In fact, Region 6 is consistent with Agency-wide data indicating employees on average stay with the Agency 5 years beyond their retirement eligibility.

III. **Reshaping the Workforce**

As part of our planning process, we reviewed our workforce demographics to determine the number of positions, occupations, and grade levels to be considered for workforce reshaping.

[1] Attrition rates and percentages for the period FY-09 through FY-13 are: (22/2.53%), (30/3.43%), (29/3.29%), (48/5.75%), (31/3.85%). Average for the period: (32/3.77%)

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The review determined that our workforce has become significantly skewed at the GS-13 and above grade levels. Over 71% of the Region 6 workforce is at the GS-13 level and above. Furthermore, our annualized attrition rate (an average of 4%) is not generating sufficient attrition to timely reduce and rebalance our workforce.

We plan to use VERA and VSIP to reduce and restructure our workforce through a multi-pronged approach:

- reduce the overall workforce from 798.6 full time employee equivalents (FTE) to 750.6 for FY-2015;
- consolidate higher graded duties;
- reduce the overall number of non-supervisory positions in the region at higher grade levels (GS-13 and above); and
- address the changing nature of workforce skill gaps and requirements.

As part of our planning to create a more efficient region, we conducted a review of our resource management and workforce demographics to determine the number of supervisor positions, occupations and grade levels to be realigned. The review determined that our supervisory levels have not changed significantly over the past four years. We plan to use VERA and VSIP to reduce and reshape our workforce such that we can attain a more balanced supervisor to employee ratio. Occupations targeted for VERA and VSIP include all supervisory positions and occupational series which comprise all divisions and branches within Region 6. To implement the agency's Strategic Plan, Region 6 needs to integrate multimedia approaches and new technology innovations to more efficiently and effectively achieve new program objectives. To support the new restructuring, we will ensure that no programmatic areas are adversely affected. With an average annual attrition rate of 32 employees, attrition alone will insufficient to help Region 6 implement the long term planning process to rebalance the current grade level structure and attain/maintain a balanced supervisor to employee ratio. With the VERA and VSIP authority, Region 6 will be able to achieve the workforce reshaping plans.

When higher graded employees separate, we will implement a modest replacement plan (approximately one hire for every three vacancies, assuming all 60 VSIP/VERA are utilized) and replace these positions, as appropriate, with entry-level employees with a full promotion potential to the GS-12 grade level. Each voluntary separation created through the use of the VSIP and VERA authority will be carefully evaluated, with an overall goal of ensuring that staffing levels for Region 6 do not exceed the FY-2015 staffing level requirements. Ultimately, our reduction and restructuring plans will result in a more balanced grade level structure within the region. Any supervisory/management vacancies created will first be assessed to determine if backfilling is warranted, taking into account factors such as the decline in our overall workforce size and span of control.

Environmental Program Positions

The VERA and VSIP will be offered to both supervisory and non-supervisory GS-13 and above positions. Through attrition gained by VERA and VSIP, the region will reassign the most complex work (i.e., GS-13 level and above) to existing higher graded positions in order to

concentrate the assignment of this work into fewer positions. The less complex work will be restructured into lower-graded GS-7/9/11 positions with promotion potential established to the GS-12 level. Reshaping will occur, in part, through consolidation of some management positions and a reduction of some, but not all, non-supervisory positions at higher grade levels. This will allow us to recruit entry-level candidates interested in working on program and technical issues that require the integration of multimedia approaches and new technology skills to more efficiently and effectively implement program objectives, rather than a sole reliance on regional and/or national level experts in specific fields. This will create a more grade-level balanced workforce in the region, with the skill set needed to meet current and future challenges.

Attorney Advisor Positions

Reshaping will occur, in part, through consolidation of some management positions and a reduction of some, but not all, non-supervisory positions at higher grade levels. The VERA and VSIP will be offered to both supervisory and non-supervisory GS-0905-14 and GS-15 positions. Through attrition gained by VERA and VSIP, the region will, in part, reassign the most complex work (i.e., GS-15 level) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. The less complex work will be restructured into lower-graded positions. Overall, the region intends to backfill a smaller number of positions, consistent with our overall future workforce projections. In addition, these positions will be offered at the entry level for attorney-advisors, which will create a more diverse workforce profile while they are progressing to the full performance level of GS-14. Finally, the limited attorney hires will also be focused on a different skill set supporting multimedia approaches, greater use of technology in evidence gathering and communications, and more comprehensive settlements as opposed to individual rule violations.

Public Affairs Positions

Region 6 will reduce the number of Public Affairs Specialists at the GS-13 level in the Office of External Affairs and establish career ladder positions with the full performance level of GS-12. With limited hiring, Region 6 will focus on attracting candidates who have the skills to communicate in multiple languages and utilize social media to accomplish the mission of the agency and the region. The skill set necessary to be effective in the position will require strong communication skills, including the ability to effectively utilize social media in community outreach efforts and the ability to communicate orally and in writing in multiple languages, particularly Spanish.

Safety and Occupational Health Specialist Positions

Region 6 will reduce and reshape the Safety and Occupational Health Specialist positions at the GS-13 level within the Management Division to reflect the changing nature of the work as well as regulatory reporting requirements which have been decreased due to advances in technology and automation. The EPA headquarters establishes the standards, and writes policy, for regional office to utilize and administer. The elimination of the need for one Safety and Occupational Health Specialist position will not be adversely impacted the regional Health and Safety program.

Administrative and Programmatic Support Positions

The role of these positions has changed significantly in the past decade with changing technology and the decentralization of many functions previously performed such as data entry, data collection, typing, travel, time keeping, etc. This has changed the way the region accomplishes its administrative workload. Word processing technology has diminished the need for traditional typing skills and the implementation of automated travel and timekeeping has reduced the resources needed to perform these duties. The agency has moved to performing tasks electronically rather than by circulating paper documents, thus also cutting down the need for copying and faxing services. A reduction of our administrative support workforce is in the agency's interest. Moreover, declining travel resources as well as the ability to hold virtual meetings has reduced the ability and need to travel and has resulted in a commensurate reduction in the travel support workload.

Over this time, Region 6 has pursued several strategies aimed at addressing the changing nature of the work and perceived career limitations with these positions. Challenges remain, however, in terms of identifying sufficient grade-appropriate work to support full time positions for each organizational level. We believe modest rehiring will meet our needs, while preserving budgetary flexibility. This will allow us to more effectively structure the proper number and grades of administrative employees to support continuity and the higher level programmatic support functions. Ultimately, depending on certain factors such as the future of telework, advanced IT tools, the size of our workforce, etc., the region will either pursue additional administrative support consolidation scenarios, or at the very least will continue to consolidate full time EPA employee administrative support work into fewer positions.

Up to three of the positions that are vacated as a result of VERA/VSIP would be used to hire, at the entry level with a full performance level of GS-12, staff responsible for records management and eDiscovery.

The implementation of several systems in the recent past (e.g., acquisition and financial systems), following on the establishment of finance service centers, has made the Accounting Services Section within the Management Division less reliant on transaction processing and has greatly reduced the need for a Financial Specialist position. The proposed reduction would be part of an initiative to restructure staffing in the Accounting Services Section to better align needed skills with the section's work. Together with the elimination of the Section Chief, a GS-0510-14 position, the section can be merged with the Budget Section within the Management Division to consolidate service, improve efficiency, and help achieve a better supervisor to employee ratio. The region would also be able to hire a Budget Analyst at the entry level, with a full performance level of GS-12. In addition, the functions of the two GS-0260 EEO Specialists can be combined into one, thus one position is no longer needed.

Paralegal/Legal Support Positions

The need for paralegal support in our Office of Regional Counsel, where all of Region 6's paralegal employees are located, has changed since these positions were established. There is more emphasis now and going forward on document production and file management, and less on legal research on the part of the paralegals. Therefore, ORC's need for paralegal support has diminished.

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IV. Budget Neutrality

This request for VERA and VSIP authority, if approved, will be conducted so that no funds or resources other than those appropriated for use in Fiscal Year (FY) 2014 will be used or required.

As mandated by the Office of Management and Budget for early-out/buy-out requests, Region 6's request certifies that the early-out/buy-out will be budget neutral. This means the early-out/buy-out authority will not result in any increased costs above current or future FY appropriations to pay for costs incurred for buy-out cash payments, annual leave cash payouts, or any other costs, including those associated with refilling the resulting vacancies.

The following tables detail calculations showing how Region 6 has assured budget neutrality in the proposal for FY 14. The direct maximum costs associated with VERA and VSIP is $2,366,345.00. Table A provides details of the direct costs associated with VERA and VSIP. Savings projected through FY 16 as a result of the VERA and VSIP are estimated to be more than $13.7 million. Table B provides the detailed calculations of the savings achieved in FY 14 and FY 15. The savings will be used to meet Region 6's ongoing program goals and responsibilities.

If the organization is under a Continuing Spending Resolution (CR), Region 6 will comply with all applicable funding restrictions to pay for the VSIP and annual leave payout, if the VSIP is approved. If necessary, our rehiring plans may be adjusted to ensure we expend only those resources allocated for use in FY 14.

Direct Costs

Table A - Direct Costs for VERA/VSIP	
Targeted Positions (See details in Attachment 3)	
60 Targeted Positions for VSIP x $25,000 (maximum cash buy-out)	$1,500,000.00
60 Targeted Positions for VERA, Optional Retirement, or Resignation	$866,345.00
Total maximum direct costs	$2,366,345.00

TABLE B	Payroll Actuals 2013	Savings 2014	2015	2016
Total Annual Payroll Costs (based on FY13 Actuals before VERA/VSIP)	**$ 103,950,200**	**$ 103,950,200**	**$ 103,950,200**	**$ 103,950,200**
Buyout Savings (1 + 2)		**$ (3,924,802)**	**$ (7,849,605)**	**$ (7,849,605)**
1A. Payroll Savings-19 @ GS14/15		$ (1,580,731)	$ (3,161,462)	$ (3,161,462)
1B. Payroll Savings-13 @ GS13-15		$ (830,408)	$ (1,660,815)	$ (1,660,815)
1C. Payroll Savings-28 @ GS9-12		$ (1,357,664)	$ (2,715,328)	$ (2,715,328)
2. Working Capital Fund Savings		$ (156,000)	$ (312,000)	$ (312,000)
Buyout Costs (3 + 4)		**$ 2,366,345**		
3. VSIP Buyout ($25,000 x 60)		$ 1,500,000		
4. Lump Sum Leave Payout Estimate (240 hours per Buyout) x 60		$ 866,345		
New Hires Costs (5 + 6)		**$ 339,465**	**$ 1,423,650**	**$ 1,696,345**
5. Payroll for 20 New Hires		$ 313,465	$ 1,319,650	$ 1,592,345
6. Working Capital Fund Costs for 20 Hires		$ 26,000	$ 104,000	$ 104,000
Total Costs (A + B + C + D)	**$ 103,950,200**	**$ 102,731,207**	**$ 97,524,245**	**$ 97,796,940**
Estimated Savings (A - E)	**$ -**	**$ 1,218,993**	**$ 6,425,955**	**$ 6,153,260**

Calculations are based on:
1A: GS-14, Step 6 in Dallas, TX. The GS-14, Step 6 salary cost was determined based upon the average cost of the GS-14/15. The GS-14, Step 6 annual salary as of pay period 18 is $166,400 annually or $80.00 per hour, which includes benefits. Working Capital Fund cost is based on $5,200 per position per year for computer, telephone and internet access. Cost for 19 positions for one year is $5,200 x 19 positions= $98,800. Cost for 6 months is calculated as follows: ($5,200 x 19= $98,800)/2 = $49,400 for all 19 positions. Savings for FY 2014 assume a separation date of April 1, 2014; therefore savings accrue only for half of the FY.

1B: GS-14, Step 1 in Dallas, TX. The GS-14, Step 1 salary cost was determined based upon the average cost of the GS 13/15. The GS-14, Step 1 annual salary as of pay period 18 is $127,755 annually or $61.00 per hour, which includes benefits. Working Capital Fund cost is based on $5,200 per position per year for computer, telephone and internet access. Cost for one year is calculated as follows: $5,200 x 13 positions = $67,600. Cost for 6 months is calculated as follows: ($5,200 x 13 = $67,600)/2 = $33,800 for all 13 positions. Savings for FY 2014 assume a separation date of April 1, 2014; therefore savings accrue only for half of the FY.

1C: GS-12, Step 3 in Dallas, TX. The GS-12, Step 3 salary cost was determined based upon the average cost of the GS 9/12. The GS-12, Step 3 annual salary as of pay period 18 is $96,976, annually or $46.44 per hour, which includes benefits. Working Capital Fund cost is based on $5,200 per position per year for

computer, telephone and internet access. Cost for year is calculated as follows: $5,200 x 28 positions = $145,600. Cost for 6 months is calculated as follows: ($5,200 x 28 = $145,600)/2 = $72,800 for all 28 positions. Savings for FY 2014 assume a separation date of April 1, 2014; therefore savings accrue only for half of the FY.

5: Payroll calculations for twenty new hires are based on GS-9, Step 1 positions with a start date of July 1, 2014. Hires will promote to GS-11, Step 1 one year later in FY2015 and to GS-12, Step 1 another year later in FY2016. No COLA increase was factored into the estimate.

Indirect Costs

The indirect costs are difficult to gauge because most are specific to the employee. Indirect cost such as security clearances are based on the position and employee. If the employee already has one the cost is reduced. Transit subsidy and parking are indirect costs that are employee specific and can only be determined after the employee has been recruited and tentatively selected.

V. Combined Request for Voluntary Separation Incentive Payments (VSIP) and Voluntary Early Retirement Authority (VERA)

Agency: U. S. Environmental Protection Agency

Covered Component: Region 6, Dallas, TX

VSIP and VERA

1. Explain the workforce situation the organization needs to address through VSIP and VERA that would otherwise require involuntary personnel actions, e.g., delayering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping.

Region 6 needs to reduce, rebalance grade levels, and restructure our workforce to recruit in the new skills and abilities to allow us to meet regional and agency priorities as well as support the Next Generation Compliance Strategy. The Next Generation Compliance Strategy will require new skills in our technical and legal staff to meet the demands of optimizing the use of new monitoring technologies, working with communities and community-collected information on local sources and impacts, and developing/using innovative enforcement approaches to improve compliance. This paradigm shift also impacts the region's regulatory and permitting personnel who must assist states in adopting/issuing more effective regulations and permits that are easier to implement and enforce, utilize advanced emissions monitoring and electronic reporting, including requiring information to be publically available. Finally, continued advancement in automation/IT technologies will foster further streamlining and redefine our work, allowing people to manage workloads more effectively and with greater consistency. Taken together, these drivers, along with our budget realities, require the region to reduce, rebalance and restructure our workforce in a manner not possible through current attrition rates, which have averaged about 4%.

Non-supervisory GS-13, GS-14, and GS-15 positions historically were created to focus on specific programs/pollutants at a particular point in time when sufficient higher graded work was present (e.g., wetlands expert, fish contaminants expert). Similarly, non-attorney regional GS 14's have been created as a result of a regional employee being recognized as a national expert for a specific sector (e.g., refineries), pollutant (mercury), or program (Total Maximum Daily

Limits (TMDL) Process Manager). Program priorities have evolved over time based, in part, on executive leadership direction, and specific knowledge of a particular sector, program or pollutant that supported the higher grade at one point may no longer exist, or exist in an amount insufficient to support a stand-alone, high graded position. In addition, re-engineering our partnerships with States, tribes and other stakeholders to accomplish our environmental mission requires us to balance EPA's obligation to provide certain oversight/ accountability while reducing duplication of work. The ability to effectively manage these multiple roles requires a much higher degree of collaboration, communication and interpersonal skills, with an ability to maintain each relationship overall without compromising our ability to take a stand in key situations for the future Region 6 workforce. Finally, continuing to move from a 1 person/1 program mentality to greater cross-training and work-sharing will allow us to better meet our mission regardless of where short or long-term vacancies occur. Using collateral duties to allow staff to assist other programs with critical skill gaps (the existing regional version of Skills Marketplace) is an example of this. These changes require employees with a high degree of collaboration and self-management skills, with an ability to apply their degrees/technical backgrounds to a variety of situations.

Region 6 plans to use VSIP and VERA to reshape our workforce to accomplish the following:

Reduce and reshape the environmental program positions (i.e., GS-0028 Environmental Protections Specialists, GS-0401 Life Scientists, GS-0819 Environmental Engineers, and GS-1301 Environmental Scientists) at the GS-13 grade level and above within Region 6 to achieve an overall region-wide reduction and reshaping of the workforce. The VERA and VSIP will be offered to both supervisory and non-supervisory GS-13 and above positions. Through attrition gained by VERA and VSIP, the region will reassign the most complex work (i.e., GS-13 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. The less complex work will be restructured into lower-graded GS-7/9/11 positions with promotion potential established to the GS-12 level. Reshaping will occur, in part, through consolidation of some management positions and a reduction of some, but not all, non-supervisory positions at higher grade levels. This will allow us to recruit entry-level candidates interested in working on program and technical issues that require the integration of multimedia approaches and new technology skills to more efficiently and effectively implement program objectives, rather than a sole reliance on regional and/or national level experts in specific fields. While some non-supervisory higher graded positions will remain, this will create a more grade-level balanced workforce in the region.

Reduce and reshape the Attorney Advisor (GS-0905) positions at the GS-14 grade level in Houston, TX and at the GS-15 grade level in Dallas, TX within Region 6, which will result in greater support of multimedia approaches, greater use of technology in evidence gathering and communication, and more comprehensive settlements as opposed to individual rule violations. The VERA and VSIP will be offered to both supervisory and non-supervisory GS-14 and GS-15 positions. Through attrition gained by VERA and VSIP, the region will, in part, reassign the most complex work (i.e., GS-15 level) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. The less complex work will be restructured into lower-graded positions. Reshaping will occur, in part, through consolidation of some management positions and a reduction of some, but not all, non-supervisory positions at higher grade levels. The region may choose to backfill a position, consistent with our overall future workforce projections. In addition, this position will be offered at the entry level for attorney-advisors, which will create a more diverse workforce profile while they are progressing to the full performance level of GS-14. Finally, the limited attorney hires will also be focused on a

different skill set supporting multimedia approaches, greater use of technology in evidence gathering and communications, and more comprehensive settlements as opposed to individual rule violations.

Reduce and reshape the Public Affairs positions (GS-1035) in the Office of External Affairs. Region 6 will reduce the number of Public Affairs Specialists at the GS-13 level and establish career ladder positions with the full performance level of GS-12. With limited hiring, Region 6 will focus on attracting candidates who have the skills to communicate in multiple languages and utilize social media to accomplish the mission of the agency and the region. The skill set necessary to be effective in the position will require strong communication skills, including the ability to effectively utilize social media in community outreach efforts and the ability to communicate orally and in writing in multiple languages, particularly Spanish.

Reduce and reshape the Safety and Occupational Health Specialist (GS-0018) positions within the Management Division in Region 6. Region 6 will reduce the number of Safety and Occupational Health Specialists at the GS-13 level to reflect the changing nature of the work as well as regulatory reporting requirements which have been decreased due to advances in technology and automation. The EPA headquarters establishes the standards, and writes policy, for regional office to utilize and administer. The elimination of the need for one Safety and Occupational Health Specialist position will not be adversely impacted the regional Health and Safety program.

Reduce and reshape the administrative, programmatic, and paralegal/legal support workforce. Evolving technology, business processes, and efficiencies have changed the way the region accomplishes its administrative workload. Word processing technology has diminished the need for traditional typing skills and the implementation of automated travel and timekeeping has reduced the resources needed to perform these duties. The agency has moved to performing tasks electronically rather than by circulating paper documents, thus also cutting down the need for copying and faxing services. A reduction of our administrative support workforce is in the agency's interest. Moreover, declining travel resources as well as the ability to hold virtual meetings has reduced the ability and need to travel and has resulted in a commensurate reduction in the travel support workload.

Reduce our workforce from 798.6 full time employee equivalents (FTE) to 748.6 for FY 2015, while ensuring the future hires, through a modest replacement plan, have the skill set needed to meet today and tomorrow's requirements, as described in this request.

2. Identify the end date for separations under VSIP and VERA.

The time period for the authorities is from the date of approval until May 1, 2014. Voluntary separations will occur by April 4, 2014.

Required information for VSIP request

3. Identify the specific positions and functions to be reduced or eliminated by organizational unit, geographical location, occupational category, grade level, and any other factors related to the position, such as skills and knowledge gaps.

Attachment 3, VSIP/VERA shows allocations by grade level and occupational series within Region 6.

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4. Describe the categories of employees who will be offered VSIP by organizational unit, geographical location, occupational category, grade level, and any other factors related to the position such as skills or knowledge gaps, or retirement eligibility.

We plan to offer VSIPs to GS-0018 Health and Safety Specialists at the GS-13 grade level in Management Division only in Region 6 in Dallas, Texas.

We plan to offer VSIPs to GS-0028 Environmental Protection Specialists at the GS-13, GS-14, and GS-15 grade levels throughout Region 6 in Dallas, Texas.

We plan to offer VSIPs to GS-0028 Environmental Protection Specialists at the GS-9, GS-11, and GS-12 grade levels in Superfund, Water Quality, Policy and Permitting, and Enforcement Divisions only in Region 6 in Dallas, Texas.

We plan to offer VSIPs to GS-0029 Environmental Protection Assistants at the GS-7 grade level In Water Quality Protection Division only in Region 6 in Dallas, Texas.

We plan to offer VSIPs to GS-0260 EEO Specialists at the GS-14 grade level in Management Division only in Region 6 in Dallas, Texas.

We plan to offer VSIPs to GS-0301Miscellaneous Administrative Specialists at the GS-7, GS-8, GS-9, GS-11, GS-12, and GS-13 grade levels throughout Region 6 in Dallas, Texas.

We plan to offer VSIPs to GS-0318 Secretary(s) at the GS-7, GS-8, GS-9, and GS-10 grade levels throughout Region 6 in Dallas, Texas.

We plan to offer VSIPs to GS-0326 Office Automation Clerks at the GS-7, GS-8, and GS-9 grade levels throughout Region 6 in Dallas, Texas.

We plan to offer VSIPs to GS-0344 Management and Program Clerical Assistants at the GS-7 and GS-8 grade levels in the Multimedia Planning and Permitting Division and Management Division only in Region 6 in Dallas, Texas.

We plan to offer VSIPs to GS-0401 Life Scientists (General Resource Management and Biological Science positions) at the GS-13, GS-14, and GS-15 grade levels throughout Region 6 in Dallas, Texas.

We plan to offer VSIPs to GS-0501 Financial Specialists at the GS-12 grade level in Management Division only in Region 6 in Dallas, Texas.

We plan to offer VSIPs to GS-0510 Accounts at the GS-14 grade level in Management Division only in Region 6 in Dallas, Texas.

We plan to offer VSIPs to GS-0819 Environmental Engineers at the GS-13, GS-14, and GS-15 grade levels throughout Region 6 in Dallas, Texas.

We plan to offer VSIPs to GS-0905 Attorney-Advisors at the GS-15 grade level in the Office of Regional Counsel only in Region 6 in Dallas, Texas.

We plan to offer VSIPs to GS-0905 Attorney-Advisors at the GS-14 grade level in the Office of

Regional Counsel only in Region 6 in Houston, Texas.

We plan to offer VSIPs to GS-0950 Paralegal Specialists at the GS-12 grade level in the Office of Regional Counsel only in Region 6 in Dallas, Texas.

We plan to offer VSIPs to GS-1035 Public Affairs Specialists at the GS-13 grade level within the Office of the Regional Administrator (Office of External Affairs) only in Region 6 in Dallas, Texas.

We plan to offer VSIPs to GS-1082, Writer/Editors at the GS-12 grade level in the Compliance Assurance and Enforcement Division only in Region 6 in Dallas, Texas.

We plan to offer VSIPs to GS-1301 Environmental Scientists (General Physical Science positions) at the GS-13, GS-14, and GS-15 grade levels throughout Region 6 in Dallas, Texas.

Attachment 3, VSIP/VERA shows allocations by grade level and occupational series within Region 6.

5. Identify the number of VSIPs to be paid and the maximum amount of each VSIP (up to $25,000).

Region 6 has identified 425 targeted positions. The maximum number of VSIPs to be offered is 60. The maximum amount that will be paid is $25,000. The total maximum payment that will be paid is $1,500,000. The separation incentive payment will be based upon the standard severance pay calculation. Therefore, the amount of the separation incentive (buyout) payment will be an amount equal to the employee's calculated severance pay entitlement or $25,000, whichever is less.

6. Describe how the organization will operate without the eliminated positions and functions identified in number 1.

In the environmental program positions, Region 6 will reduce the number of higher graded positions (GS-13 and above), especially non-supervisory, while consolidating the higher graded work in remaining positions. While a modest replacement plan (approximately one hire for every three vacancies, assuming all 60 VSIP/VERA are utilized) will be implemented, the goal is to achieve a more grade level balanced workforce with the skills needed to meet today and tomorrow's challenges.

In the attorney positions, Region 6 will consolidate some management positions and through a modest re-hiring program (approximately one hire for every three vacancies, assuming all 60 VSIP/VERA are utilized) backfill a smaller number of entry level positions, focusing on a skill set supporting multimedia approaches, greater use of technology in evidence gathering and communications, and more comprehensive settlements as opposed to individual rule violations.

In the public affairs positions, Region 6 will reduce the number at the GS-13 level and establish career ladder positions with the full performance level of GS-12. With limited hiring, Region 6 will focus on attracting candidates who have the skills to communicate in multiple languages and utilize social media to accomplish the mission of the agency and the region. The skill set necessary to be effective in the position will require strong communication skills, including the ability to effectively utilize social media in community outreach efforts and the ability to communicate orally and in writing in multiple languages, particularly Spanish.

In the safety and occupational health positions, Region 6 will reduce the number at the GS-13 level and consolidate the work between the two remaining Safety and Occupational Health Specialists. Changes in technology and automation as well as changing regulatory reporting requirements have eliminated the need for three positions. The elimination of one Safety and Occupational Health Specialist position will not be adversely impacted the regional Health and Safety program.

In the administrative support and program support positions, Region 6 will reduce and reshape by consolidating the majority of the work into fewer positions. The less complex work will be restructured into modest rehiring plan at lower graded positions. This will allow Region 6 the ability to reduce the overall number of positions, while recognizing the significant changes in technology and decentralization of functions that has occurred in the past decade. While a modest replacement plan (approximately one hire for every three vacancies, assuming all 60 VSIP/VERA are utilized) will be implemented, the goal is to recognize the significant changes in technology that have caused decentralization of functions away from the administrative support series during the past decade. Backfilling one of the vacated Financial Specialist position with an entry level Budget Analyst position will enable us to devote additional resources to another area of intense focus. In addition, the functions of the two GS-0260 EEO Specialists can be combined into one, thus one position is no longer needed.

In the paralegal/legal support positions, Region 6's need for paralegal support in the Office of Regional Counsel has changed since these positions were established. There is more emphasis now and going forward on document production and file management, and less on legal research on the part of the paralegals. ORC's need for paralegal support has diminished; thus following attrition through VERA/VSIP, the remaining paralegal work can be redistributed among the remaining three paralegals.

Once our non-supervisory high-graded workforce has been restructured by eliminating positions such as special assistants, senior policy advisors, and matrix managers, we will fold the work performed by these positions into the corresponding base program offices within the region. This will protect against duplication of effort, streamline reporting relationships, and improve accountability. At the same time, it will enable us to make strides with respect to agency FTE targets, as will the elimination of up to eight attorney positions and up to three positions that function as OSCs or RPMs.

Once any imbalances in administrative staffing among those not accepting VERA/VSIP offers have been rectified through reassignments, our divisions will each have an administrative staff well proportioned to meet needs as they have evolved and positioned to reap dividends associated with functional specialization in areas such as records management, time-and-attendance, procurement, and human resources processing. Through backfilling a small portion of vacated administrative support positions at the entry level, the region's administrative and program support needs will be materially strengthened. Overall, we look forward to emerging with a more highly skilled support workforce, while at the same time making strides with respect to regional and agency FTE targets.

7. Provide a proposed organization chart showing the expected changes to the organization's structure after completing the VSIP plan.

See attachments 1 and 2. The proposed VSIP/VERA plan will not result in changes to the Region 6 organization chart. However, the overall number of Region 6 employees will be

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reduced to meet the skill set needed to meet today and tomorrow's challenges, while working within budgetary limitations.

8. If requesting, or will request, VERA, describe how that authority will be used in conjunction with VSIP.

Region 6 has a substantial number of employees eligible for optional retirement and an even higher number of VERA-eligible employees. However, given our low attrition rate and the fact that many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility, we are requesting authority to offer VERA with VSIP to supplement our number in order to reach our goal of 60 voluntary separations.

Offering VERA with VSIP is more appealing than VERA alone and most likely will help us achieve the number of voluntary separations needed to support the restructure of the grade level of our workforce by recruiting a modest number of entry-level employees with the new skills needed to support the implementation of new compliance strategies and technology tools for FY-2014.

9. If offering VSIPs under another statutory authority, describe how VSIPs are being used under that authority.

Not applicable.

Required information for VERA request

10. Provide the anticipated effective date of the substantial delayering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping described in number 1.

Reshaping will occur after May 2, 2014.

11. Provide the total number of permanent employees in the agency or covered component(s).

Region 6 employs 803 permanent employees.

12. Provide the total number of permanent employees in the agency or covered component(s) who are expected to be involuntarily separated, downgraded, transferred, or reassigned as a result of the reason(s) in number 1.

We expect to process at least 165 personnel actions (voluntary separations, reassignments, details, reclassifications, and/or internal/external recruitments) to reshape the grade level of our workforce and reduce the overall number of positions in the region to meet FY 14 staff levels.

13. Provide the total number of employees in the agency or covered component(s) who are eligible for voluntary early retirement. (Do not include employees eligible for optional retirement.)

A total of 226 employees are eligible for VERA under the plan.

14. Provide an estimate of the number of employees in the agency or covered component(s) who are expected to take voluntary early retirement.

Region 6 estimates 40 employees will take voluntary early retirement under the plan.

15. Describe the types of personnel actions anticipated as a result of the reason(s) in number 1 (e.g., reassignments, downgrades, separations) that would occur without VERA.

- Management Directed Reassignments.
- Details.
- Voluntary Separations.
- Abolish and/or Reclassify Positions.
- Internal and External Recruitments.

While the above would occur, without VERA and VSIP authority, the region may not be able to meet FY-2015 staff levels, nor accomplish restructure/ reshaping goals outlined in this request.

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ATTACHMENT (1)

ED_001372_00006322-00019

ENVIRONMENTAL PROTECTION AGENCY
REGION 6
DALLAS, TEXAS

ATTACHMENT (2)

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Attachment 3:
Targeted Positions and Maximum Number of VERAs/VSIPs to be Offered to Targeted Positions by Office and Series

Occupational Series		Grade	Location	Number of positions targeted	Maximum VSIP/VERA to be offered
0018	Health and Safety Specialist	GS-13	Dallas, TX (Management Division Only)	3	1
0028	Environmental Protection Specialist	GS-9/11/12	Dallas, TX (Superfund; Water Quality Protection; Multimedia Planning and Permitting; Compliance Assurance and Enforcement Divisions Only)	50	10
0028	Environmental Protection Specialist	GS-13/14/15	Dallas, TX	123	12
0029	Environmental Protection Assistant	GS-7	Dallas, TX (Water Quality Protection Division Only)	1	1
0260	EEO Specialist	GS-14	Dallas, TX (Management Division Only)	2	1
0301	Miscellaneous Administrative Specialist	GS-7/9/11/13/14	Dallas, TX	19	3
0318	Secretary	GS-7/8/9	Dallas, TX	18	3
0326	Office Automation Clerical and Assistance	GS-6	Dallas, TX	1	1
0344	Management and Program Clerical and Assistance	GS-7/8	Dallas, TX Multimedia Planning and Permitting and Management Divisions Only)	3	3
0401	Life Scientist (General Resource Management and Biological Science)	GS-13/14/15	Dallas, TX	10	2
0501	Financial Specialist	GS-12	Dallas, TX (Management Division only)	5	1
0510	Accountant	GS-14	Dallas, TX (Management Division only)	2	1

0819	Environmental Engineer	GS-13/14/15	Dallas, TX	68	6
0905	Attorney-Advisor	GS-14/15	Dallas, TX (GS-15 Office of Regional Counsel only), Houston, TX (GS-14 Office of Regional Counsel only)	52	2
0950	Paralegal	GS-12	Dallas, TX (Office of Regional Counsel only)	5	2
1035	Public Affairs Specialist	GS-13	Dallas, TX (Office of the Regional Administrator-Office of External Affairs only)	2	1
1082	Writer/Editor	GS-12	Dallas, TX (Compliance Assurance and Enforcement Division only)	1	1
1301	General Physical Science	GS-13/14/15	Dallas, TX	61	10
			Total:	**425**	**60**

Total VSIP eligible under plan	369
Total VERA eligible under plan	226
Total voluntary eligible under plan	208
Total offered	60

Message

From: Kuhns, Jason [Kuhns.Jason@epa.gov]
Sent: 3/23/2017 8:53:28 PM
To: Parker, Gary [parker.gary@epa.gov]; Hart, Debbi [Hart.Debbi@epa.gov]
Subject: RE: OHR Eligibility Lists
Attachments: OHR RET ELIGIBLE BY DATE-3-23-17.xlsx

Here is the list for OHR. I just added a couple columns to the provided sheet.

Thanks,

Jason Kuhns
U.S. Environmental Protection Agency
Office of Human Resources
202-564-3236
kuhns.jason@epa.gov

From: Parker, Gary
Sent: Thursday, March 23, 2017 3:18 PM
To: Kuhns, Jason <Kuhns.Jason@epa.gov>
Subject: FW: OHR Eligibility Lists

Jason,

Do you know the VERA/VSIP eligibility requirements, in order to run the newly requested report?

Mr. Gary Parker
Branch Chief, Workforce Planning
USEPA/OARM/OHR
(O) 202-564-7421
(M) Ex. 6 - Personal Privacy

From: Burbach, Joseph
Sent: Thursday, March 23, 2017 3:13 PM
To: Hart, Debbi <Hart.Debbi@epa.gov>; Parker, Gary <parker.gary@epa.gov>
Cc: Gray, Linda <gray.linda@epa.gov>
Subject: FW: OHR Eligibility Lists

Debbie/Gary

I was advised that PPTD (Jason) put the attached OHR retirement eligibility spreadsheets together (or provided the data sets).

We are looking to put a profile together that would expand the attached to reflect VERA and VSIP eligibility within OHR. I have seen a couple of different versions at the EPA office level and for SESers, one that reflects simply the current VERA and VSIP eligibility status and the other that reflects date of VERA eligibility (more comprehensive).

Can you rerun or add this information to the attached to provide an expanded profile to address potential VERA and VSIP.

Thanks

Joseph Burbach
Senior Advisor
Office of Human Resources
U.S. Environmental Protection Agency
(202) 564-7783

From: Brown, Wendy
Sent: Wednesday, March 15, 2017 3:57 PM
To: Burbach, Joseph <burbach.joseph@epa.gov>
Subject: OHR Eligibility Lists

Joe,

Sorry for the delay. I hope this is what you needed. I didn't get a chance to break down some of the data.

- By the end of FY17- 24 employee will be or are eligible to retire
- By the end of FY18- 8 employees who will be eligible to retire

I did not get a chance to review the spreadsheet by division but a glance, PPTD could potentially lose 10-15 employees by the end of FY18.

By the way, I have created a Senior Advisor Folder- G:\HR\HR- ADMIN\SENIOR ADVISOR FOLDER

Anything I create for you will be housed there.

Let me know if you have any questions.

WB

Wendy C. Brown
Special Assistant to the Immediate Office
Office of Human Resources
U.S. Environmental Protection Agency
WJC North-5340-L
202-564-0909 office
Ex. 6 - Personal Privacy mobile
Brown.Wendy@epa.gov

OARM

Occupational Series	Occupation Name	Total	Retirement Eligible	arly C
0	Dep Dir. Of OHR and Dep Dir of OGD	2		
18	Safety and Occupational Health Management	6		
28	Environmental Protection Specialist	2		
80	Security Administration	20		
201	Human Resources Management	141		
203	Human Resources Assistance	11		
301	Miscellaneous Administration and Program	22		
303	Miscellaneous Clerk and Assistant	2		
306	Government Information Specialist	3		
318	Secretary	5		
326	Office Automation Clerical and Assistance	2		
340	Program Management	11		
341	Administrative Officer	3		
342	Support Services Administration	11		
343	Management and Program Analysis	123		
344	Management and Program Clerical and Assistance	1		
351	Printing Clerical	1		
391	Telecommunications	3		
510	Accounting	4		
511	Auditing	6		
690	Industrial Hygiene	1		
801	General Engineering	6		
804	Fire Protection Engineering	2	Ex. 6 - Personal Privacy	Ex. 6 - Personal Privacy
808	Architecture	5		
810	Civil Engineering	1		
819	Environmental Engineering	1		
830	Mechanical Engineering	9		
850	Electrical Engineering	3		
899	Engineering and Architecture Student Trainee	1		
905	General Attorney	29		
935	Adminstrative Law Judge	3		
950	Paralegal Specialist	1		
1001	General Arts and Information	1		
1102	Contracting	167		
1103	Industrial Property Management	1		
1106	Procurement Clerical and Technician	1		
1109	Grants Management	23		
1170	Realty	1		
1301	General Physical Science	2		
1410	Librarian	1		
1640	Facility Operations Services	8		
1654	Printing Services	2		
1712	Training Instruction	1		
1750	Instructional Systems	2		

)ut Eligib	VSIP
Ex. 6 - Personal Privacy	**Ex. 6 - Personal Privacy**

1801	General Inspection, Investigation, and Compliance	3	Ex. 6 - Personal Privacy	
2010	Inventory Management	2		
2101	Transportation Specialist	1		
2210	Information Technology Management	40		
2299	Information Technology Student Trainee	1		
OARM		698	117 16.8%	167

Ex. 6 - Personal Privacy	Ex. 6 - Personal Privacy
23.9%	642 92.0%

Message

From: Hart, Debbi [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=62AFB40F2BF1484D933F2CE207EB20E7-HART, DEBRA]
Sent: 7/18/2017 3:08:44 PM
To: Vizian, Donna [Vizian.Donna@epa.gov]
Subject: the math--

Importance: High

Here is the paragraph in question:

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process Let me know if questions. Thanks!

Debbi Hart
Director
Policy, Planning & Training Division
OHR, OARM
USEPA
202.564.2011
hart.debbi@epa.gov

****

UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
WASHINGTON, D.C. 20460

FEB 27 2017

OFFICE OF WATER

MEMORANDUM

SUBJECT: Draft Report: Workforce Restructuring Under VERA-VSIP
Project No. OPE-FY14-0049

FROM: Michael H. Shapiro
Senior Resource Official

TO: Timothy Roach, Project Manager, Office of Inspector General
Eric Lewis, Director, Special Program Reviews

Thank you for the opportunity to update the Office of Water's (OW) numbers in *Table 4: Progress on restructuring through new positions* in the draft report referenced above. We have provided our updated information below, but would also like to note that the progress represented in restructuring positions correlates with progress toward each of the other identified goals, requiring a more well-rounded progress update. While the Office of Inspector General's (OIG) report was an accurate depiction of OW's progress in October of 2015, OW has made significant progress since then.

Of the 26 positions identified for restructuring, 21 have been filled at this time. One position went through the recruitment process, though we were unable to find a qualified candidate, 2 positions were eliminated to reallocate resources and the remaining 2 positions remain unfilled due to uncertainty about budget considerations to support new staff. Detailed information about these positions can be found in OW's strategic hiring template.

Specifically, for *Table 4: Progress on restructuring through new positions* on page 11:

Region/office	Positions available for restructuring	Positions restructured and filled
Office of Water	26	21

Our updated numbers are as follows for the 26 positions OW identified for restructuring:

- *21 have been filled (81%)*
- *1 was advertised but we were unable to find a qualified candidate; the position remains unfilled*
- *2 were eliminated*
- *2 are on hold/pending approval relative to resource constraints*

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Also, respectfully, the numbers referenced in Table 4 of the report are reflective of both the first and second round of the Voluntary Early Retirement Authority (VERA) and Voluntary Separation Incentive Program (VSIP) while the goals identified for OW in Table 2 are only reflective of the first round. OW would like to note that a significant goal of our second-round VERA/VSIP participation was to reduce the number of higher-graded positions within the AAship. Through restructuring and consolidation of work, OW has been successful in filling new positions at the entry level to meet mission critical needs within the confines of our identified VERA/VSIP goals. OW agrees with the assessment of meeting the surplus and size reduction goals and with the completion of position restructuring, OW has been able to realize the goals of achieving new skill sets in the workforce and reducing the grade level of the overall workforce.

OW continues to make progress in the goal of realigning administrative activities. Vacated administrative positions generally supported one administrative function and have been restructured to address more well-rounded business operations responsibilities. This approach was taken in response to the impact of technology and the changing needs of the workforce. OW continues work on streamlining administrative processes across the AAship.

Thank you for the opportunity to respond to this draft report.

cc: Donna Vizian, Acting Assistant Administrator
Office of Administration and Resources Management

	V/V Vacated	Eliminated	Filled	Filled Internally	Total Restructed	Percent Restructured	
AO	15	6	2		8	53.33%	Round 1
OECA	16	4	3		7	43.75%	Round 1
OITA	13	2	11		13	100.00%	Round 2
OCFO	11				11	100.00%	Round 1
OEI	9	1	8		9	100.00%	Round 1
OARM	44	22	17	1	40	90.91%	Round 1&2
OW	41	17	16		33	80.49%	Round 1&2
OLEM	29	15	2		17	58.62%	Round 1&2
OAR	9	7	1	1	9	100.00%	Round 2
OCSPP	50	18	5	2	25	50.00%	Round 1&2
ORD	58		38	4	42	72.41%	Round 1&2
R1	20	9			9	45.00%	Round 1
R2	33	9	2	11	22	66.67%	Round 1&2
R3	58	56		2	58	100.00%	Round 1
R4	17	10	1		11	64.71%	Round 1
R5	60	23	25	7	55	91.67%	Round 1&2
R6	28	20	2		22	78.57%	Round 1
R7	49	12	18	19	49	100.00%	Round 1
R8	31	13	7	8	28	90.32%	Round 1
R9	38	21	5	12	38	100.00%	Round 1
R10	53	6	6	5	17	32.08%	Round 1&2
EPA	682	271	169	72	523	76.69%	

Round 1

	V/V Vacated	Eliminated	Filled	Filled Internally	Total Restructed	Percent Restructured	
AO	15	6	2		8	53.33%	Round 1
OECA	16	4	3		7	43.75%	Round 1
OCFO	11				11	100.00%	Round 1
OEI	9	1	8		9	100.00%	Round 1
OARM	12	11	1		12	100.00%	Round 1
OW	15	8	5		13	86.67%	Round 1
OLEM	8	7			7	87.50%	Round 1
OCSPP	7	7			7	100.00%	Round 1
ORD	38		29	4	33	86.84%	Round 1
R1	20	9			9	45.00%	Round 1
R2	17	5		11	16	94.12%	Round 1
R3	58	56		2	58	100.00%	Round 1
R4	17	10	1		11	64.71%	Round 1
R5	44	20	4		24	54.55%	Round 1
R6	28	20	2		22	78.57%	Round 1
R7	49	12	18	19	49	100.00%	Round 1
R8	31	13	7	8	28	90.32%	Round 1
R9	38	21	5	12	38	100.00%	Round 1
R10	23	6	6	5	17	73.91%	Round 1

EPA	456	216	91	61	379	83.11%

Round 2

	V/V Vacated	Eliminated	Filled	Filled Internally	Total Restructed	Percent Restructured	
OITA	13	2	11		13	100.00%	Round 2
OARM	32	11	17		28	87.50%	Round 2
OW	26	9	11		20	76.92%	Round 2
OLEM	21	8	2		10	47.62%	Round 2
OAR	9	7	1	1	9	100.00%	Round 2
OCSPP	43	11	7		18	41.86%	Round 2
ORD	20		18		18	90.00%	Round 2
R2	16	4	2		6	37.50%	Round 2
R5	16	10	2		12	75.00%	Round 2
R10	30				0	0.00%	Round 2
EPA	226	62	71	1	134	59.29%	

	V/V Vacated	Eliminated	Filled	Filled Internally	Total Restructed	Percent Restructured	
AO	15	6	2		8	53.33%	Round 1
OECA	16	8	3		11	68.75%	Round 1
OITA	13	2	11		13	100.00%	Round 2
OCFO	11				11	100.00%	Round 1
OEI	9	1	8		9	100.00%	Round 1
OARM	44	22	17	1	40	90.91%	Round 1&2
OW	41	17	13	3	33	80.49%	Round 1&2
OLEM	29	15	2		17	58.62%	Round 1&2
OAR	9	7	1	1	9	100.00%	Round 2
OCSPP	50	18	5	2	25	50.00%	Round 1&2
ORD	58		44	4	48	82.76%	Round 1&2
R1	20	9	11		20	100.00%	Round 1
R2	33	9	2	11	22	66.67%	Round 1&2
R3	58	56		2	58	100.00%	Round 1
R4	17	10	1		11	64.71%	Round 1
R5	60	24	32	1	57	95.00%	Round 1&2
R6	28	20	2		22	78.57%	Round 1
R7	49	12	18	19	49	100.00%	Round 1
R8	31	13	8	8	29	93.55%	Round 1
R9	38	21	5	12	38	100.00%	Round 1
R10	53	6	6	5	17	32.08%	Round 1&2
EPA	682	276	191	69	547	80.21%	
		406	260				
			0.640394089				

Updated from 7.1.2016 data

U.S. Environmental Protection Agency
Request for
Voluntary Early Retirement Authority
and
Voluntary Separation Incentive Payments
for the
Office of Administration and Resources Management

I. Introduction

II. Background

III. Reshaping the Workforce

IV. Budget Neutrality

V. Combined Request for Voluntary Separation Incentive Payments (VSIP) and Voluntary Early Retirement Authority (VERA)

Attachments:

1 – Current Organization Chart
2 – New Organization Chart
3 – Targeted Positions and Maximum Offers by Series, Grade, Organization and Function (Support, Programmatic and Supervisory)

U.S. Environmental Protection Agency
Request for
Voluntary Early Retirement Authority
and
Voluntary Separation Incentive Payments
for the
Office of Administration and Resources Management

I. Introduction

In accordance with Section 1313(b) of the Chief Human Capital Officer's Act of 2002, the U.S. Environmental Protection Agency (EPA) is requesting approval authority through January 31, 2015, for the use of Voluntary Early Retirement Authority (VERA/Early-Out) and Voluntary Separation Incentive Payments (VSIP/Buy-Out). The Office of Administration and Resources Management (OARM) will use these authorities to accomplish the following results:

- **Reshape the administrative workforce to reflect changes in programmatic direction, strengthen technical expertise, and reduce administrative support positions.**
- **Reshape the grants management workforce to handle the continual changes in grants regulations.**
- **Reshape the financial auditing section of the Office of Acquisitions Management to assist with the development of Centers of Expertise.**
- **Reshape the human resources workforce to support HR LoB, streamlining of policy development, and increased workload in labor and employee relations.**
- **Reshape the facilities management workforce across OARM to align with a need for more specialty technical skills rather than generalist.**

OARM has 743 permanent employees. The VERA/VSIP plan targets 208 positions: 112 positions in support job series and 96 positions in programmatic series. As noted in section III, targeting decisions were made by senior managers based on the specific mission needs required to reshape and reposition the organization by correcting competency gaps necessary to meet federal and agency mandates. The maximum number of VERA/VSIPs to be offered is **107** as shown in attachment 3. Decisions on which employees may be authorized VERA and VSIP will be based on the employee's permanent official division, position of record, occupational series, and grade level. Decisions about who receives VERA and VSIP will be prioritized based upon the employee's official Service Computation Date-LEAVE; with precedence given to those with the highest years of combined service at the EPA should two or more applicants within a VERA and VSIP eligible category have the same Service Computation Date-LEAVE.

II. Background

The EPA was established in 1970 to protect human health and the environment. The agency's mission was initially delineated in thirteen different environmental statutes which addressed air, water and waste media. Administrative support for all agency programs, employees, and facilities is centralized in a single non-media based organization led by an appointed Assistant

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Administrator. This organization is known as the Office of Administration and Resources Management.

The OARM is made up of offices that include, the Office of Administration (OA), Office of Acquisition Management (OAM), OARM-Cincinnati, OARM-RTP, Office of Diversity, Advisory Committee Management and Outreach (ODACMO), Office of Grants and Debarment (OGD), Office of Human Resources (OHR), and the Office of Policy and Resources Management (OPRM). The OARM's functional responsibilities include management policy, strategic direction, and administrative support for procurement operations, grants operations, facilities management, and human resources management, including diversity inclusion and outreach. OARM's 743 positions are located in Washington, D.C., Cincinnati, Ohio, and Durham, North Carolina.

Over time, the work required of OARM has become less transaction-based and more strategic in partnership with agency-wide goals and priorities. This proposal is intended to transform OARM into a modern, high performing organization through new focus, skills, tools, and technologies. OARM must ensure that its workforce has the right skills and capabilities, efficient and responsive business processes, technical tools and information, and a supportive physical infrastructure to respond effectively to increasingly complex environment problems and solutions. The need to address these disparate challenges in combination with reduced resources compels OARM to look at its internal processes for improvements and efficiencies. OARM plans to use this VERA/VSIP request as a catalyst to ensure success and to better serve the agency.

The Office of Administration (OA) took part in the agency's first round of VERA/VSIP and was able to achieve **twelve (12)** employee separations. While this provided a good start to the OA's plans of reshaping its workforce, the OA would like to use this opportunity to continue and expand its offers increasing the likelihood of success long term.

There are **three (3)** elements that comprise the need for change within OARM. These include:

Transitioning to a More Programmatic Focus

The OARM's current organizational structure was designed to optimize the performance of our traditional operational activities. However, a recent change in focus, emanating from the EPA's FY 2014 – 2018 Strategic Plan, which provides a blueprint for accomplishing the agency's priorities, requires the OARM to realign, reshape, restructure and rebalance. Implementation of this VERA/VSIP request will allow OARM to realign organizational and personnel activities from general support services to essential programmatic functions required for meeting agency strategic goals, as well as new and expanded agency priorities and federal environmental and programmatic mandates.

The agency Strategic Plan includes the following high-level goals:

1. Addressing Climate Change and Improving Air Quality,
2. Protecting America's Waters,
3. Cleaning Up Communities and Advancing Sustainable Development,
4. Ensuring the Safety of Chemicals and Preventing Pollution,

5. Protecting Human Health and the Environment by Enforcing Laws and Assuring Compliance.

Complementing these goals are four supporting cross-agency strategies which require the OARM to shift emphasis from conducting basic administrative activities to managing agency-level priorities directly related to a more strategic focus on programmatic work. The cross-agency strategies are:

1. Working Toward a Sustainable Future
2. Working to Make a Visible Difference in Communities
3. Launching a New Era of State, Tribal, Local, and International Partnerships
4. Embracing EPA as a High-Performing Organization

OARM must play a central role in establishing EPA as a high performing organization. As such, "Embracing EPA as a High-Performing Organization" is a particularly strong driver of change in OARM. Its dual focus is to 1) develop employees and a supportive work environment and 2) streamline and modernize business processes. In response, OARM is striving to cultivate a highly skilled and diverse workforce and a flexible work environment with tools that enable employees to do their best work. We are developing smarter policies and streamlining the agency's internal business processes through the application of cutting edge business techniques in areas such as grants management, acquisition, and hiring to enhance collaboration, improve efficiency and effectiveness, reduce costs, and provide better customer service to agency partners and the American public.

Other cross-agency strategies focused on healthy communities and sustainability also compel OARM to lead the agency in additional new areas. To support and make a visible difference in healthy communities, OGD is working with agency partners to develop policies and programs that will enhance the delivery of EPA grant resources to communities, OAM is helping the agency work toward a sustainable future by improving EPA's ability to make sustainable purchasing decisions while OA is developing sustainable workplace choices that can be routinely practiced by agency employees. OA is also responding to requirements for further reductions in EPA's environmental footprint by increasing energy efficiency, reducing greenhouse gas emissions, advancing water conservation, and reducing waste. To support these changes in program focus, the OARM must alter its personnel competencies which have not kept pace. There are too many obsolete and high graded support positions and not enough essential analytical and technical skills within the OARM workforce.

A notable example of how EPA's skill mix has not kept pace with evolving requirements and program priorities is found in the necessity for the EPA and OARM's Office of Administration to advance sustainable development, prevent pollution and internally comply with environmental laws in its portfolio of facilities and laboratories. This change in focus is also directed by a multitude of recent federal legislation, executive orders and directives which place stringent demands on the agency for reduced emissions of greenhouse gases, greater conservation, improved resource stewardship and sustainability in its operational activities. While the OARM is responsible for much of the work included in the agency Strategic Sustainability Performance Plan, it does not currently have the necessary technical and professional capabilities and skill mix for full and effective implementation.

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Other changes in program focus emanate from the agency-wide effort to take advantage of new technologies and streamline internal business processes, many of which are managed by offices across OARM. Specifically, as part of our effort to become a high performing organization, OARM is designing and has begun rolling out new systems and business processes to increase efficiency and improve effectiveness in many of our core operational areas. A key example of this work is the integration of EPA's human resources and payroll processing systems to the Interior Business Center. Under its "Centers of Expertise" initiative, OAM is evaluating, refining and reengineering EPA's contracting processes and systems to be more efficient and effective, and better aligned with the agency's mission and goals. OGD will be developing a new, technologically superior grants management system as the agency works to replace the outdated Lotus Notes-based Integrated Grants Management System. OA will be deploying a new property management system to more effectively manage the agency's assets, and is undertaking the long-term roll out of a new space standard across the country which will yield substantial savings in rent as well as reductions in energy use and greenhouse gas emissions.

OARM currently has a collection of obsolete and senior level administrative positions such as management and program specialist (0301) secretary (0318), administrative clerk (0326), program manager (0340), and program and management analyst (0343) positions. These positions need to be transitioned to administrative positions with more analytical skill and technical positions including electrical engineers (0850), environmental engineers (0819), environmental protection specialists (0028), civil engineers (0810), human resources specialists (0201), contract specialists (1102), and grants specialists (1109). The absence of positions with expertise and experience in technical disciplines will make it difficult for the OARM to accomplish the many daunting task that were highlighted above.

The OARM's skill mix deficiencies are severe and can be addressed by the OARM VERA/VSIP proposal to enable EPA to reshape the delivery of its essential services.

The Evolution of Grants Management

The past ten years have seen dramatic changes in the expectations and responsibilities of grants management specialists. This is illustrated by major new requirements issued by OMB related to transparency, improved reporting of spending, and government-wide grant rules, as well as OPM's conversion of grants specialists from the "General Business and Management" 1101 series to a new grants management specialist 1109 occupational series.

The increased complexity of work in the 1109 series demands a new skill set for specialists carrying out policy, training and compliance functions. This includes demonstrated expertise in the following key areas: financial management, auditing and accounting; dispute resolution; statistical sampling; internal controls; interpreting/applying detailed government-wide policies; and the technical ability to navigate sophisticated IT tools for compliance, reporting and training purposes. OGD will use the attrition gained by VERA and VSIP to obtain the skills necessary to manage EPA's multi-billion grants investment in accordance with the highest fiduciary standards.

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With the issuance of OMB Memo 12-02 on Suspension and Debarment, agencies are expected to have dedicated staff with the right skills to aggressively pursue suspension and debarment cases (S&D) cases. One of the major functions of a successful S&D program is to conduct compliance monitoring of administrative agreements with large companies. These agreements contain legally binding terms and conditions requiring companies to follow responsible business practices when receiving federal contracts or grants.

The skills needed by GS-1109 staff to properly oversee these agreements have markedly increased in complexity over the past ten years, with a newfound emphasis on leveraging technology and sophisticated databases to detect fraud and non-compliance. OGD will use the attrition gained by VERA and VSIP to obtain the skills necessary for a vigorous S&D compliance program by obtaining four positions within the 1801 Enforcement and Compliance series.

The Development and Implementation of the OAM's Centers of Expertise and Strategic Sourcing

The Office of Acquisition Management is in the process of developing a new service delivery model known as Centers of Expertise (COE). This model will improve service delivery throughout the agency and standardize operating procedures across the agency's thirteen (13) contracting offices. The COE effort is designed to help the OARM deal with decreased federal resources while the rest of the agency increasingly turns to contract vehicles to meet its core mission. The Centers of Expertise in Contracting study found significant opportunities to save money while increasing the efficiency and effectiveness of the acquisition function at EPA. Developing expertise through alignment of the acquisition staff by commodity or customer will ultimately result in additional cost savings while improving the level of service provided.

In addition to establishing COE, the OAM will be shifting its focus to strategic sourcing. Strategic sourcing involves consolidating agency purchasing around commodities and leveraging the buying power of the agency as a whole rather than by program or region. Based on a preliminary assessment, there is currently an opportunity to save $30M-$60M every year through strategic sourcing if we work collaboratively to take advantage of the identified strategic sourcing opportunities, e.g., cellular service, lab supplies, lab equipment, remediation services, printers, etc. The OAM hopes these tools will prepare the EPA for the procurement challenges of the future while better utilizing existing resources.

III. Reshaping the Workforce

The OARM VERA/VSIP proposal will be used to: realign the workforce from general support services to essential programmatic activities necessary for meeting the agency's strategic goals and expanded federal requirements; correct significant competency gaps by creating a limited number of new positions in some current and some new job series to recruit for necessary skill sets; acquire the skills necessary to respond to new security requirements; restructure, reorganize, and eliminate layering in the organization while reducing the personnel staffing number and needed supervisory requirements; and reduce and rebalance the currently skewed, high-level grade structure by general targeting for separation the GS-13 and above levels, while recruiting

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at generally lower grade and career ladder levels. These actions will allow us to incorporate new and enhance available competencies and concentrate and redistribute duties in fewer staff according to complexity and grade requirements, ultimately reshaping the workforce, right-sizing the OARM, saving significant personnel costs, and improving overall organizational productivity and performance. The tables in Attachment 3 compare the targeted positions with the positions that will be recruited to address the skill gaps described below. The tables reflect the full performance level (FPL) of each position and the OARM will look to hire at the entry level where possible.

- **Realign organizational and personnel activities from general support services to essential programmatic functions required for meeting agency strategic goals, as well as new and expanded agency priorities and federal environmental and programmatic mandates.**

The OARM Immediate Office and Office of Policy and Resources Management is realigning its organizational structure to place greater programmatic focus on priority areas and achieve a better distribution of budgetary and staffing resources, thereby resulting in enhanced operational efficiencies. Attachment 1 shows the current organization chart and attachment 2 shows the new organization chart.

The OARM's plan is to reshape its workforce competencies by transitioning from obsolete administrative positions to more analytical administrative positions and acquiring much-needed technical skills in programmatic positions. The targeted positions and resulting separations will create a limited number of new position vacancies.

- 4 positions in the 0301 General Administrative series at the GS-13, GS-12, and GS-11 levels with a maximum of 4 offers
- 1 position in the 0318 Secretarial series at the GS-09 level with a maximum of 1 offer
- 1 position in the 0341 Administrative Officer series at the GS-12 level with a maximum of 1 offer
- 5 positions in the 0343 Program Analyst series at the GS-15 and GS-12 levels with a maximum of 5 offers
- 1 position (located in RTP) in the 2210 IT Specialist series at the GS-13 level with a maximum of 1 offer

The OARM will transition these obsolete series to more general analytical and technical series to assist in the development of much needed policies for the organization support the organization's more technical functions. The majority of these positions are located in the organization's front office and staff offices. There will also be four (4) positions hired in the IT series to address much needed skill gaps in IT security. The IT positions will be filled by applicants with IT security experience rather than the software and hardware support experience of the OARM's current staff. The OARM will plan to rehire the following positions to meet these needs.

- 1 position in the 0303 Administrative Analyst series with an FPL of GS-07
- 10 positions in the 0343 Analyst series with an FPL of GS-12, 13, and 14
- 4 positions in the 2210 IT Specialist series with an FPL of GS-12 and 13

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- **The Office of Grants and Debarment (OGD) is reshaping its workforce to face the changing landscape of federal grants administration**

As stated above, the OGD is facing an evolution in grants management driven by changes in OMB guidelines as well as federal statutes. This change has challenged the OGD to look internally in how it delivers service and address skill gaps. This VERA/VSIP package provides the OGD with the tool it needs to address some of these skill gaps. The OGD will target the following positions:

- 1 position within the 303 general support series with a maximum of 1 offer
- 26 positions with the 1109 technical series with a maximum of 7 offers

The eight (8) offered positions will be restructured. Specifically, the OGD will seek to fill the eight positions at a lower grade since the work no longer requires the higher level 1109 work. They will also repurpose positions to handle grants compliance issues and management of their IT systems.

- 2 positions within the 0343 series to perform compliance functions with an FPL of GS-12
- 4 positions within the 1801 enforcement and compliance series with an FPL of GS-12
- 1 position within the 0510 accountant series with an FPL of GS-12
- 1 position within the 2210 IT specialist series with an FPL of GS-12

- **The Office of Acquisition Management (OAM) is reshaping its workforce to prepare for a move to *Centers of Expertise* and more fully leverage strategic sourcing.**

The Office of Acquisition Management will be utilizing VERA/VSIP to reshape the acquisition workforce in support of the organization's reorganization efforts. Under the reorganization, OAM will be increasing emphasis on strategic sourcing, strategic planning, and workload and workforce planning. In addition, OAM will be realigning its operational components around the supplies and services being acquired or the mission for which those supplies or services are being acquired in order to enhance the skills of OAM's acquisition workforce through more specialized knowledge and experience. In order to achieve the desired end state, OAM will be eliminating the designated 1102 positions vacated via the VERA/VSIP and any positions that are filled must have the following core competencies:

- Knowledge of commodity management, spend analytics, federal acquisition regulations/policies/procedures
- Skill in analyzing market trends, performing spend analyses, establishing baseline spending levels
- Ability to facilitate integrated project teams, establish and monitor performance metrics related to items which have been strategically sourced, and conduct extensive change management activities.

- 25 positions within 6 general support series with a maximum of 8 offers
- 28 positions within 3 technical series with a maximum of 13 offers

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The OAM hopes to use the VERA/VSIP as a means to reduce the number of positions and refocus from *Procurement Analyst* to more technical *Contract Specialist* as well as the more business focused 1101 series.

- 6 *1102 Contracts Specialist with* an FPL of GS-12
- 3 *1101 General Business Analyst* with an FPL of GS-13

- **The Office of Human Resources (OHR) and the Human Resources Shared Service Centers located in Cincinnati, OH and Durham, NC are reshaping their workforces as result of our migration to the Shared Service Center model and the objective of becoming and supporting a high performing organization.**

In 2008, the agency transitioned to a Shared Service Center model, standing up three geographically separate SSCs that were located outside of the EPA's Washington, DC, headquarters offices. At that time, VERA/VSIP authority was obtained and offered to the many HR specialists physically located in our Washington, DC headquarters offices. Unfortunately, few employees were in a position to accept a VERA or VSIP offer and only one headquarters employee agreed to relocate to one of the SSCs. The preponderance of employees remaining at headquarters were absorbed across multiple OHR divisions and through the organization's best efforts were assigned duties encompassing HR advisory services including classification/compensation, training, information systems and policy development. As OHR continues its transition towards a human capital/strategic partner model, even greater demand for analytic skills and strategic consultative abilities are required so that the organization may successfully advise and guide its senior management as well as program and regional office customers on more complex human capital focus areas including skills optimization, workforce planning, performance culture development and labor/employee relations advisory services.

To facilitate the foregoing maturation process, OHR is in the process of completing a comprehensive reorganization that will consolidate related functions within specific divisions, accelerating collaboration and connectivity of human capital areas. OHR's reorganization will combine HR policy, training/talent management, recruitment and workforce planning under one large division. Other divisions will absorb and combine remaining functions. This effort will promote stronger partnerships and build greater strategic capacity as the organization fully realizes the synergies and connections of its related functions. OHR will also require the use of VERA/VSIP authorities as we mature and restructure existing positions to obtain the skills and competencies required to be a high performing, strategic partner for all areas of human capital. Some of the desired skills and competencies, not always present in the current OHR headquarters workforce, include strong oral and written communications skills, strategic consulting ability, and strategic thinking.

In the Washington, DC headquarters HR organization, the model for employee performance is that of a consultant and strategic partner for EPA program and regional offices. This model is consistent with OPM's maturation model and reflects EPA's vision for achieving the agency's cross-cutting strategic plan objective of becoming a high performing organization. OHR is identifying 26 headquarters positions viewed as transaction focused to ensure the organization

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can develop staff performing in an HR advisory role. The proposed change will allow OHR to meet agency expectations for a more advisory-oriented human resources organization. The proposal will target 21 general support positions with 12 offers to address this deficiency.

Washington, DC

- 21 positions within 6 general support series with a maximum of 12 offers
- 1 position with the 201 technical series with a maximum of 1 offer

The OHR will repurpose these positions to more programmatic policy and labor and employee relations (LER) focused in order to address the current skills gaps. This will allow OHR to better act as the Agency's national program manager for HR policy, LER, and chief advisor on HR issues. The OHR plans to address these needs with the following hires:

- 8 positions in the 0201 HR Specialist series with an FPL of GS-12 and 14
- 2 positions in the 0905 Attorney Advisor series with an FPL of GS-14
- 3 positions in the 1750 Instructional System Specialist Series with an FPL of GS-14

Cincinnati, OH

- 1 position within the 0201 series with a maximum of 1 offer

In Cincinnati, the position provides training support to local EPA-Cincinnati employees/managers and position classification support to the HRSSC. Upon removal of the Training Officer role, which has evolved from hands on training and development to one of review and approval of training requests, other duties in the position description do not support a full time workload or the classification of a GS-14. Human Resource Specialists in the HRSSC performing classification duties have a full performance level of GS-12 unless they have Team Lead responsibilities. A senior level specialist is no longer needed and the HRSSC will look to recruit up to two (2) HR Specialist 0201s with an FPL of GS-12.

The human resources shared service center (HR SSC) in RTP, NC has seen a shift in workload as the agency's head count has shrunk since 2011. While there has been a decrease in hiring, a steady dose of internal actions such as details and reassignments have shifted staffing requirements. The RTP HR SSC would offer positions in employee development and benefits in order to free up positions for classification.

Durham, NC (Research Triangle Park)

- 5 positions within the 0201 series with a maximum of 2 offers

The VERA/VSIP would afford the RTP SSC the opportunity to realign resources by reducing the number of supervisors and realigning positions to meet needs in classification thus filling skill gaps and achieve efficiencies. The RTP HR SSC will recruit up to two (2) HR Specialist with an FPL GS-201-12 to meet needs in classification.

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- **The Office of Administration (OA) and OARM offices located in in Cincinnati, OH and Durham, NC, are refining the way they manage EPA owned facilities and ever more complex building systems requiring technical expertise outside the current workforce.**

The OARM is responsible for the management and operations of EPA's facilities, both owned and leased. There are OARM operations in Washington, DC, Cincinnati, OH, and Durham, NC. Each of these operations faces unique challenges and responsibilities. With the increased emphasis on both physical and personnel security, OA headquarters is in the process of realigning staff to meet this need. The OA is also tasked with a comprehensive space reduction across the EPA's portfolio that requires new technical skills not already in-house. The EPA owns the facilities operated by OARM in Cincinnati and Durham. These facilities have highly technical building automation systems with over 100,000 control points which require highly technical engineers to direct on-site building maintenance staff as well as trouble shoot complex building issues. System engineers with greater IT backgrounds are needed to help EPA operate the facilities of the future. The VERA/VSIP plan laid out below provides the OARM with a better opportunity to align skill sets and ensure the agency meets its sustainability and energy mandates.

Headquarters

- 44 positions within 8 general support series with a maximum of 27 offers
- 25 positions with the 5 technical series with a maximum of 8 offers

Cincinnati, OH

- 7 positions within 4 general support series with a maximum of 5 offers
- 4 positions with the 2 technical series with a maximum of 2 offers

Durham, NC

- 7 positions within 4 general support series with a maximum of 7 offers
- 2 positions within the 0801 technical series with a maximum of 2 offers

Each location will look to upgrade the skills of their facilities workforce with a more technical and engineering focus. The OARM is faced with addressing emerging environmental changes to infrastructure and operations (green building, climate change, energy policy, reducing our footprint). The OARM will address these emerging skill gaps by recruiting the following positions:

Headquarters

- 1 positions within the 0018 Safety and Occupational Health series with an FPL of GS-09
- 4 positions within the 0028 Environmental Protection Specialist series with an FPL of GS-09, 11, and 12
- 1 positions within the 0080 Security Specialist series with an FPL of GS-09

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- 1 positions within the 0110 Economist series with an FPL of GS-09
- 9 positions within the 0343 Program Analyst series with an FPL of GS-09, 11, and 12
- 2 positions within the 0690 Industrial Hygienist series with an FPL of GS-11 and 13
- 1 positions within the 0803 Safety Engineer series with an FPL of GS-09
- 3 positions within the 0819 Environmental Engineer series with an FPL of GS-12
- 2 positions within the 0830 Mechanical Engineering series with an FPL of GS-11and 12
- 2 positions within the 0850 Electrical Engineering series with an FPL of GS-11
- 1 position within the 1082 writer/editor series with an FPL of GS-11
- 1 positions within the 1103 Industrial Property Management series with an FPL of GS-09
- 1 positions within the 1170 Realty Specialist series with an FPL of GS-09
- 3 positions within the 1176 Building Manager series with an FPL of GS-09, 11, and 12
- 1 position within the 1640 technical series with an FPL of GS-09
- 2 positions within the 2000 technical series with an FPL of GS-09

Cincinnati, OH

- 2 positions within the 2000 technical series with an FPL of GS-12

Durham, NC

- 1 position within the 0028 Environmental Protection Specialist series with an FPL of GS-12
- 2 positions within the 0830 Mechanical Engineering series with an FPL of 12 and 14
- 1 position within the 0850 Electrical Engineering series with an FPL of GS-12
- 5 positions within the 1640 technical series with an FPL of GS-12

IV. Budget Neutrality

This request for VERA and VSIP authority, if approved, will be conducted so that no funds or resources other than those appropriated for use in FY 15 will be used or required.

As mandated by the Office of Management and Budget for early-out/buy-out requests, the OARM's request certifies that the early-out/buy-out will be budget neutral. This means the early-out/buy-out authority will not result in any increased costs above the current or future FY appropriations to pay for the costs incurred for buy-out cash payment, annual leave cash payouts, or any other costs, including those associated with refilling the resulting vacancies.

The following tables detail calculations showing how the OARM has assured budget neutrality in the proposal for FY 15. The direct maximum costs associated with VERA and VSIP is $4,623,645.14. Table A provides details of the direct costs associated with VERA and VSIP, while Table B illustrates how the OARM will maintain budget neutrality.

The following table shows how the OARM will maintain budget neutrality by implementing a date of January 10, 2015 by which all VERA/VSIP applicants must be seperated.

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Table A - Direct Costs for VERA/VSIP		
Targeted Employees (See details in Attachment 4)		
107 Targeted Positions for VSIP x $25,000		$2,675,000.00
107 Targeted Positions for VERA, Optional Retirement or Resignation ($61.53* per hr. x 296**) 45 - Leave Payout		$1,948,645.14
Total Maximum Direct Cost		**$4,623,645.14**

**Payroll estimated on a GS 13 Step 5 with 26% included for loaded cost in Washington, DC*

***Maximum Leave Hours Possible*

Table B - VERA/VSIP Savings		
Targeted Employees (See details in Attachment 4)		
FY 15 Estimated Payroll* for Targeted Positions (107)		**$13,740,045.48**
FY 15 Estimated Payroll for Targeted Positions through January 10, 2015** (107)		$3,435,011.37
Maximum Direct Cost of OARM VERA/VSIP		$4,623,645.14
Anticipated Savings		***$5,681,388.97***

**Payroll estimated on a GS 13 Step 5 with 26% included for loaded cost in Washington, DC*

***All VERA/VSIP Applicants must be seperated by January 10, 2015*

If the organization is under a Continuing Spending Resolution (CR), the OARM will comply with all applicable funding restrictions to pay for VSIP and annual leave payouts, if the VSIP is approved. If necessary, our rehiring plans may be adjusted to insure we expend only those resources allocated for use in FY 15.

The final table shows a projection of anticipated savings over the next three fiscal years. The OARM will offer a max of **107** VERA/VSIP slots to reshape its workforce. As a part of the organizational reshaping, The OARM anticipates hiring a **max** of **95** new positions. The number of new hires will be directly affected by the number of VERA/VSIP's accepted.

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Table C - Projected Savings for FY 15 through FY 17				
		Estimated FY 14 Savings	Estimated FY 15 Savings	Estimated FY 16 Savings
A. Payroll Cost for 107 VERA/VSIP Positions*		$13,740,045.48	$0.00	$0.00
A. VSIP Cost (107 Offers)		$2,675,000.00	$0.00	$0.00
B. Leave Payout (107 Offers)		$1,948,645.14	$0.00	$0.00
C. Anticipated Payroll Savings from VERA/VSIP**		$5,681,388.97	$14,014,846.39	$14,295,143.32
*D. Payroll for 95 New Hires****		*$4,406,589.18*	*$8,989,441.93*	*$9,169,230.77*
Anticipated Savings		***$1,274,799.79***	***$5,025,404.46***	***$5,125,912.55***
*Payroll estimated on a GS 14 Step 5 with 26% included for loaded cost in Washington, DC				
**All VERA/VSIP Applicants must be seperated by January 10, 2015				
***The 95 New Hires will not start before April 1, 2015 and are made up of 12 GS-14, 9 GS-13, 40 GS-12, 12 GS-11 20 GS-9, 2 GS-7				

The table clearly shows that the OARM will realize significant savings even if the max of **95** positions is filled. This is due to an overall reduction in staff as well as a mix of entry level hiring to satisfy the new organization's needs.

V. Combined Request for Voluntary Separation Incentive Payments (VSIP) and Voluntary Early Retirement Authority (VERA)

1. Explain the workforce situation the organization needs to address through VSIP and VERA that would otherwise require involuntary personnel actions, e.g., delayering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping

This VERA/VSIP request is intended to allow the OARM to:

- Realign organizational and personnel activities from general support services to essential programmatic functions required for meeting agency strategic goals, as well as new and expanded agency priorities and federal environmental and programmatic mandates.
- Address the changing regulatory and technical requirements of the grants managment field by opening up a few vacancies to attract new talent with these skills.
- Optimize the OAM by moving resources from the auditing and accounting staff to assist in the formation of the Center of Expertise and strategic sourcing.
- Handle an increased workload in policy and labor and employee relations.
- Reshape its facility support staffs to include new skills sets such as engineers with the skills necessary to meet many of the agency's federal energy and space requirements.

The OARM programmatic responsibilities have evolved and expanded significantly over the past few years in response to a significant number of new and revised federal statutes, directives and executive orders. Additionally, the OARM needs to leverage and optimize new and improved technological advancements to address the challenges and complexities of the federal government in the 21st Century. These requirements, together with agency budgetary reductions,

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are driving the organization to restructure to enable better focusing on agency priorities and to become more efficient and effective. The loss of significant extramural funding has impeded the OARM's ability to obtain contractor expertise and placed a greater emphasis on federal staff having the requisite technological skills, such as using computer-aided design and drafting software. The current workforce demographics reflect an imbalance in necessary competencies and capabilities, and reduced agency payroll and FTE ceilings have also prevented the OA from being able to recruit additional staff in needed programmatic job series.

The VERA and VSIP will be offered to employees at the GS-05 through GS-15 levels. Through attrition gained by VERA and VSIP, the OARM will have the opportunity to reassign the most complex work to existing higher graded positions in order to concentrate this work into fewer positions. The less complex work will be restructured into lower-graded positions to enable the OARM to begin its workforce succession planning by hiring staff with key skills. Reshaping will occur, in part, through consolidation or reduction of some, but not all, non-supervisory positions at higher grade levels. This shift will allow the OARM to recruit entry-level candidates with stronger skills that have been outlined in the "Reshaping the Workforce" section. While some non-supervisory higher graded positions will remain, this process will create a more grade-level balanced workforce in OARM.

2. Identify the end date for separations under VSIP and VERA.

The end date for the authorities is January 31, 2015, with the expectation that most employees will separate on or before January 9, 2015.

3. Identify the specific positions and functions to be reduced or eliminated by organizational unit, geographical location, occupational category, grade level, and any other factors related to the position, such as skills and knowledge gaps.

See Attachment 3

4. **Describe the categories of employees who will be offered VSIP by organizational unit, geographical location, occupational category, grade level, and any other factors related to the position such as skills or knowledge gaps, or retirement eligibility.**

See Attachment 3

5. Identify the number of VSIPs to be paid and the maximum amount of each VSIP (up to $25,000).

The maximum number of VSIP to be offered is 107.
The maximum amount that will be paid is $25,000 each.

The separation incentive payment will be based upon the standard severance pay calculation. Therefore, the amount of the separation incentive (buyout) will be an amount equal to the lesser of the employee's calculated severance pay entitlement or $25,000.

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6. Describe how the organization will operate without the eliminated positions and functions identified in number 1.

The OARM will not be reducing the size of its staff greatly through VERA/VSIP, rather it hopes to use this tool as an opportunity to shift resources to crucial programmatic areas such as grants, contracts, and human resources. The administrative functions that are being shed will be consolidated internally and some work will be outsourced, such as printing. In turn, the OARM will be able to shift its focus to its core mission and provide a greater level of service to the agency. This will be accomplished through the OAM's Centers of Expertise, strategic sourcing, OHR's transition towards a human capital/strategic partner model and the roll out of new space standards throughout the agency from the OA. The net effect of these actions will result in a higher-performing organization without the current significant competency gaps that is better able to meet all of its environmental and programmatic mandates with a smaller number of positions and at a lower payroll cost.

Following the VERA and VSIP separations, a significant number of experienced employees with adequate institutional knowledge will remain and be able to assume additional work in all of the necessary program areas. Upon approval of this proposal, the OARM will immediately begin to plan for the new position recruitments by preparing the necessary paperwork. In some cases, the duties of the vacated positions will be reassigned to other employees with the qualifications to perform the work, and the OARM will complete the necessary internal reassignments and temporary details. Remaining senior staff will be able to continue providing guidance so that the agency's critical work activities are maintained. Agency stakeholders will be informed of the ongoing restructuring and provided information for continued services during the transition. The OARM's senior managers will ensure that the highest priority work will continue with minimal disruption to its mission so that much of the reshaping will be transparent to most of the agency.

7. Provide a proposed organization chart showing the expected changes to the organization's structure after completing the VSIP plan.

See Attachment 1

8. If requesting, or will request, VERA, describe how that authority will be used in conjunction with VSIP.

The OARM has **175** employees eligible for regular retirement and **174** eligible for early retirement through VERA. The VSIP authority presents an attractive enticement to those employees who will realize a reduced annuity from retiring early through VERA. Therefore, the combination of optional and early retirement eligible employees will result in the maximum number of departures, which is important to the OARM to reshape its organization as has been laid out within this package. The VSIP can further increase the potential departure group by providing a separation incentive to employees who have more than three years of status and hence could elect to depart to pursue other career opportunities.

Hence, the combination of VERA and VSIP provides the greatest likelihood of the OARM achieving the necessary reshaping and restructuring of its workforce.

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9. If offering VSIPs under another statutory authority, describe how VSIPs are being used under that authority.

Not applicable.

10. Provide the anticipated effective date of the substantial delayering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping described in number 1.

March 30, 2015

11. Provide the total number of permanent employees in the agency or covered component(s).

The number is 743.

12. Provide the total number of permanent employees in the agency or covered component(s) who are expected to be involuntarily separated, downgraded, transferred, or reassigned as a result of the reason(s) in number 1.

Fifteen (15)

13. Provide the total number of employees in the agency or covered component(s) who are eligible for voluntary early retirement. (Do not include employees eligible for optional retirement.)

The number is 174

14. Provide an estimate of the number of employees in the agency or covered component(s) who are expected to take voluntary early retirement.

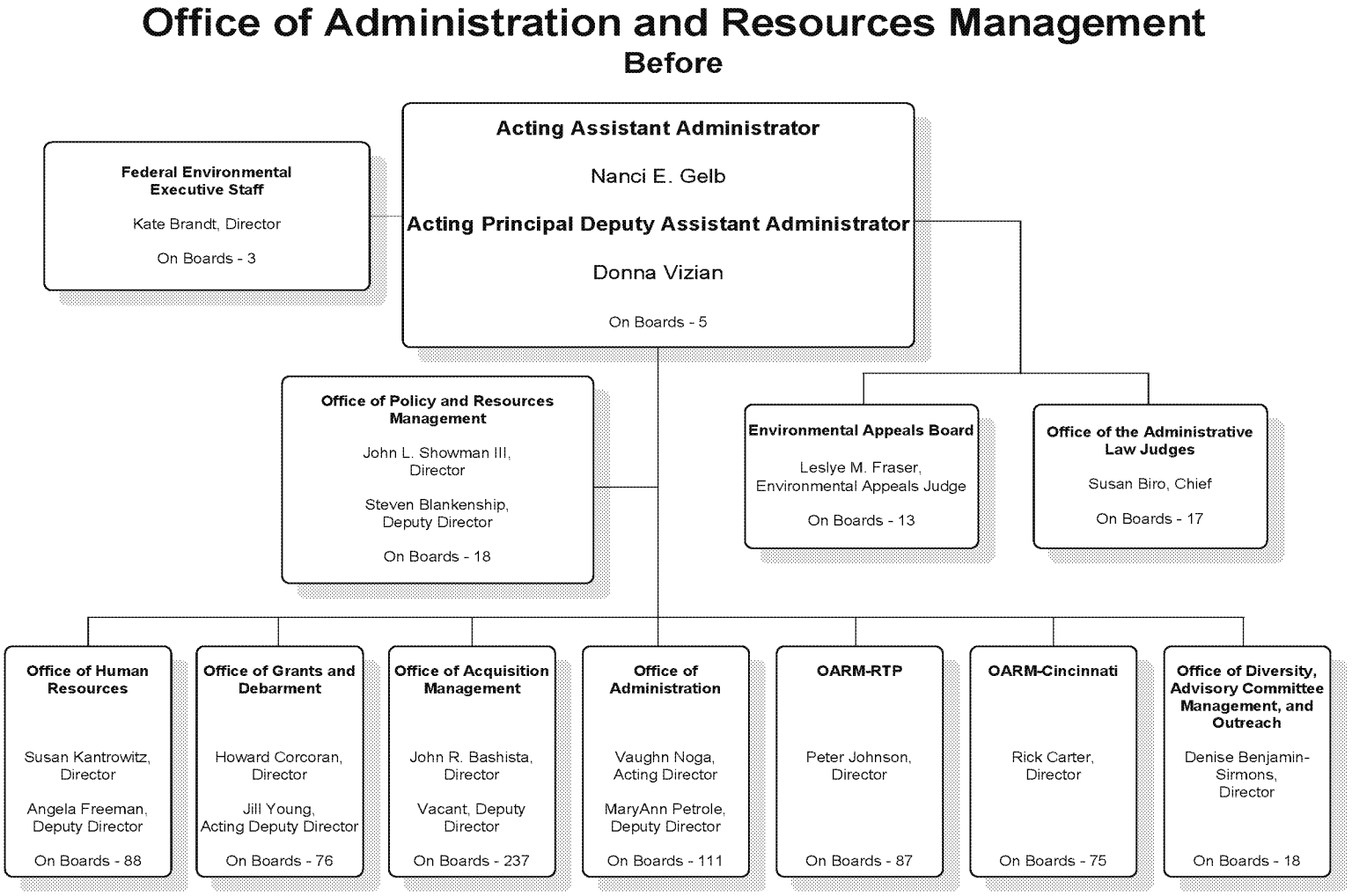
The number is 30.

15. Describe the types of personnel actions anticipated as a result of the reason(s) in number 1 (e.g., reassignments, downgrades, separations) that would occur without VERA.

The types of personnel actions include:

- Directed reassignments
- Competitive details
- Voluntary separations and retirements
- Abolishment of some positions
- Reclassification and restructuring of some positions
- Internal and external competitive recruitments

Attachment 1: Current Organizational Chart



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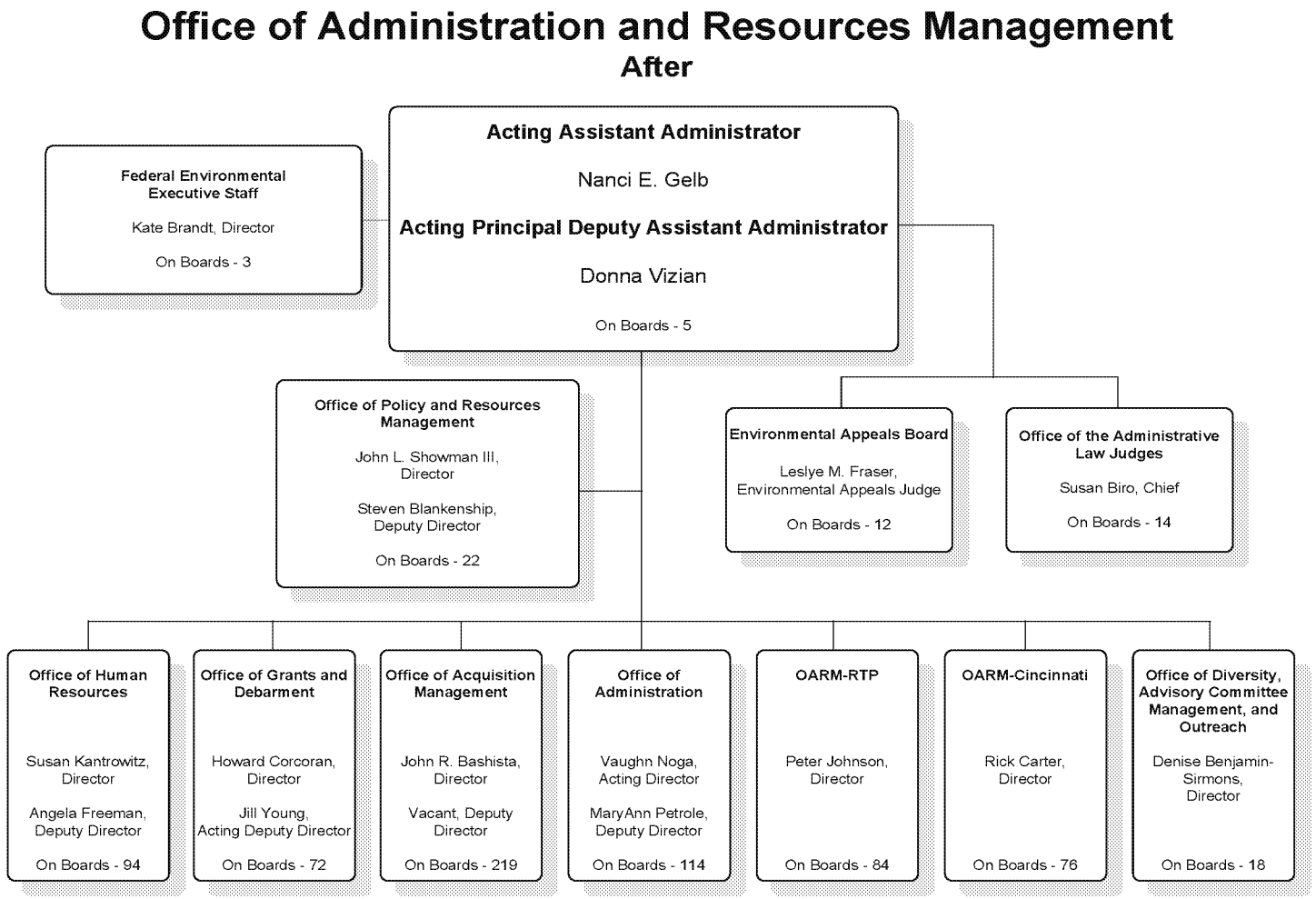
Attachment 2: New Organizational Chart



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Attachment 3: Targeted Positions, Offered Positions, and Rehires by Office, Series, and Grade (All positions located in Washington, DC but positions in OARM-Cin and OARM-RTP. All rehires represent the FPL of that position, but the OARM will hire at the entry level where possible)

Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered	Rehires
Office of Administration and Resources Management IO/Office of Policy and Resources Management	0301	GS-13	Ex. 6 - Personal Privacy		
	Miscellaneous Admin & Program	GS-12			
	0341				
	Administrative Officer	GS-12			
	Total		**4**	**4**	
	0343	GS-15	**Ex. 6 - Personal Privacy**		
	Management	GS-13			4
	and Program	GS-12			4
	Total		**4**	**4**	**8**
	Total (OPRM/IO)		**8**	**8**	**8**

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Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered	Rehires
Office of Administration (OA)	0018	GS-15	Ex. 6 - Personal Privacy		
	Safety & Occupational Health Manager	GS-14			
		GS-13			
		GS-09			1
	Total		**4**	**2**	**1**
	0028 Environmental Protection Specialist	GS-12			1
		GS-11			1
		GS-09			2
	Total				**4**
	0080 Security Specialist	GS-15	Ex. 6 - Personal Privacy		
		GS-14			
		GS-13			
		GS-09			1
	Total		**13**	**3**	**1**
	0110 Economist	GS-09			1
	Total				**1**
	0301 Miscellaneous Admin & Program	GS-15	Ex. 6 - Personal Privacy		
		GS-13			
		GS-12			
	Total		**3**	**2**	
	0340 Program Manager	GS-15	Ex. 6 - Personal Privacy		
	Total				
	0341 Administrative Officer	GS-11			
	Total				
	0342 Support Services Specialist	GS-14			
		GS-13			
		GS-12			
	Total		**10**	**9**	

	0343 Management and Program Analyst	GS-15	Ex. 6 - Personal Privacy		
		GS-14			
		GS-13			
		GS-12			1
		GS-11			2
		GS-09			6
	Total		**23**	**10**	**9**
	0350 Copy Equipment Operator	GS-04	Ex. 6 - Personal Privacy		
	Total				
	0351 Printing Clerk	GS-05			
	Total				
	0690 Industrial Hygienist	GS-13			1
		GS-11			1
	Total				**2**
	0803 Safety Engineer	GS-09			1
	Total				**1**
	0819 Environmental Engineer	GS-12			3
	Total				**3**
	0808 Architect	GS-14	Ex. 6 - Personal Privacy		
	Total		**2**	**1**	
	0830 Mechanical Engineer	GS-14	Ex. 6 - Personal Privacy		
		GS-12			1
		GS-11			1
	Total		**4**	**1**	**2**
	0850 Electrical Engineer	GS-11			2
	Total				**2**
	1082 Writer/Editor	GS-11			1
	Total				**1**

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	1103 Industrial Property Management	GS-09			1
	Total				**1**
	1170	GS-14	Ex. 6 - Personal Privacy		
	Realty Specialist	GS-09			1
	Total		**2**	**1**	**1**
	1176 Building Manager	GS-12			1
		GS-11			1
		GS-09			1
	Total				**3**
	1654 Printing Officer	GS-14	Ex. 6 - Personal Privacy		
	Total				
	1640 Facility Management Specialist	GS-09			1
	Total				**1**
	2000 Supply Inventory Management	GS-9			2
	Total				**2**
	Total (OA)		**69**	**35**	**35**

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Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered	Rehires
Office of Acquisition Management (OAM)	0301	GS-12	Ex. 6 - Personal Privacy		
	Miscellaneous Admin & Program	GS-09			
	0306	GS-12			
	FOIA Specialist				
	0318	GS-09			
	Secretary (Office Automation)	GS-07			
	0341	GS-12			
	Administrative Officer	GS-11			
	0343	GS-15			
	Management and Program Analyst	GS-14			
		GS-13			
	Total		**20**	**5**	
	0511	GS-13	**Ex. 6 - Personal Privacy**		
	Auditor	GS-12			
	Total		**5**	**2**	
	1101 General Business Analyst	GS-12			3
	Total				**3**
	1102 Contract Specialist	GS-13			6
	Total				**6**
	1102	GS-15	**Ex. 6 - Personal Privacy**		
	Procurement Analyst	GS-14			
		GS-13			
	Total		**22**	**10**	
	1106 Procurement Technician	GS-07	**Ex. 6 - Personal Privacy**		
	Total				
	2210 IT Specialist (Non Info Sec)	GS-13			
	Total				
	Total (OAM)		**53**	**21**	**9**

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Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered	Rehires
Office of Diversity, Advisory Committee Management and Outreach (ODACMO)	0301		Ex. 6 - Personal Privacy		
	Miscellaneous Admin & Program	GS-11			
	Total		**1**	**1**	
	0343		Ex. 6 - Personal Privacy		
	Management and Program	GS-12			2
	Total				**2**
	Total (ODACMO)		**2**	**2**	**2**

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Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered	Rehires
Office of Grants and Debarment (OGD)	0303		Ex. 6 - Personal Privacy		
	Miscellaneous Clerk and Assistant	GS-08			
	Total				
	0343				
	Management and Program Analyst	GS-11			2
	Total				**2**
	0510				
	Accountant	GS-09			1
	Total				**1**
	1109	GS-14	Ex. 6 - Personal Privacy		
	Grants Management Specialist	GS-13			
		GS-12			
	Total		**26**	**7**	
	1801	GS-09			2
	Suspension and Debarment Program Investigator	GS-07			2
	Total				**4**
	2210				
	IT Specialist	GS-09			1
	Total				**1**
	Total (OGD)		**27**	**8**	**8**

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Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered	Rehires
Office of Human Resources (OHR)	0201 Human Resources	GS-15	Ex. 6 - Personal Privacy		
		GS-14			6
		GS-12			2
	Total		1	1	8
	0301 Miscellaneous Admin & Program	GS-15			
	Total				
	0303 Miscellaneous Clerk and	GS-06			
	0318 Secretary (Office Automation)	GS-06			
	0326 Office Automation	GS-04			
	0344 Management and Program Assistant	GS-07			
	Total		4	4	
	0343 Management and Program Analyst	GS-15	Ex. 6 - Personal Privacy		
		GS-14			
		GS-13			
	Total		16	7	
	0905 Attorney Advisor	GS-14			2
	Total				2
	1750 Instructional Systems Specialist	GS-14			3
	Total				3
	Total (OHR)		22	13	13

Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered	Rehires
OARM-Cincinnati	0201	GS-14	Ex. 6 - Personal Privacy		
	Human Resources Specialist	GS-12			2
	Total		1	1	2
	0303 Administrative Assistant	GS-07			1
	Total				1
	0318 Secretary (Office Automation)	GS-09	Ex. 6 - Personal Privacy		
	Total				
	0343	GS-13			
	Management and Program Analyst	GS-12			
	Total		5	3	
	0801	GS-13	Ex. 6 - Personal Privacy		
	General Engineer	GS-12			
	Total		3	1	
	0830 Mechanical Engineer	GS-13	Ex. 6 - Personal Privacy		
	Total				
	1654 Printing Specialist	GS-13			
	Total				
	2000	GS-12			1
	Supply Inventory Management	GS-9			1
	Total				2
	2210 IT Specialist (Non Info Sec)	GS-12			3
	Total				3
	Total (OARM-Cin)		12	8	8

Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered	Rehires
OARM-RTP	0028 Evironmental Protection Specialist	GS-12			1
	Total				**1**
	0201 Human Resources Specialist	GS-12	Ex. 6 - Personal Privacy		2
	Total				**2**
	0301 Miscellaneous Admin & Program	GS-14 GS-13			
	Total		**2**	**2**	
	303 Miscellaneous Clerk and	GS-04	Ex. 6 - Personal Privacy		
	Total				
	0343 Management and Program Analyst	GS-15 GS-13			
	Total		**2**	**2**	
	0801 General Engineer	GS-14 GS-13	Ex. 6 - Personal Privacy		
	Total		**2**	**2**	
	0830 Mechanical Engineer	GS-14 GS-12			1 1
	Total				**2**
	0850 Electrical Engineer	GS-12			1
	Total				**1**
	1640 Facility Management Specialist	GS-12			5
	Total				**5**
	2010 Inventory Management Specialist	GS-13 GS-09	Ex. 6 - Personal Privacy		
	Total		**2**	**2**	
	2210 IT Specialist (Non Info Sec)	GS-13	Ex. 6 - Personal Privacy		1
	Total				**1**
	Total (OARM-RTP)		**15**	**12**	**12**

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U.S. Environmental Protection Agency
Request for
Voluntary Early Retirement Authority
and
Voluntary Separation Incentive Payments
for the
Office of Administration and Resources Management

I. Introduction

II. Background

III. Reshaping the Workforce

IV. Budget Neutrality

V. Combined Request for Voluntary Separation Incentive Payments (VSIP) and Voluntary Early Retirement Authority (VERA)

Attachments:

1 – Current Organization Chart
2 – New Organization Chart
3 – Targeted Positions and Maximum Offers by Series, Grade, Organization and Function (Support, Programmatic and Supervisory)

U.S. Environmental Protection Agency
Request for
Voluntary Early Retirement Authority
and
Voluntary Separation Incentive Payments
for the
Office of Administration and Resources Management

I. Introduction

In accordance with Section 1313(b) of the Chief Human Capital Officer's Act of 2002, the U.S. Environmental Protection Agency (EPA) is requesting approval authority through January 31, 2015, for the use of Voluntary Early Retirement Authority (VERA/Early-Out) and Voluntary Separation Incentive Payments (VSIP/Buy-Out). The Office of Administration and Resources Management (OARM) will use these authorities to accomplish the following results:

- **Reshape the administrative workforce to reflect changes in programmatic direction, strengthen technical expertise, and reduce administrative support positions.**
- **Reshape the grants management workforce to handle the continual changes in grants regulations.**
- **Reshape the financial auditing section of the Office of Acquisitions Management to assist with the development of Centers of Expertise.**
- **Reshape the human resources workforce to support HR LoB, streamlining of policy development, and increased workload in labor and employee relations.**
- **Reshape the facilities management workforce across OARM to align with a need for more specialty technical skills rather than generalist.**

OARM has 743 permanent employees. The VERA/VSIP plan targets 208 positions: 112 positions in support job series and 96 positions in programmatic series. As noted in section III, targeting decisions were made by senior managers based on the specific mission needs required to reshape and reposition the organization by correcting competency gaps necessary to meet federal and agency mandates. The maximum number of VERA/VSIPs to be offered is **107** as shown in attachment 3. Decisions on which employees may be authorized VERA and VSIP will be based on the employee's permanent official division, position of record, occupational series, and grade level. Decisions about who receives VERA and VSIP will be prioritized based upon the employee's official Service Computation Date-LEAVE; with precedence given to those with the highest years of combined service at the EPA should two or more applicants within a VERA and VSIP eligible category have the same Service Computation Date-LEAVE.

II. Background

The EPA was established in 1970 to protect human health and the environment. The agency's mission was initially delineated in thirteen different environmental statutes which addressed air, water and waste media. Administrative support for all agency programs, employees, and facilities is centralized in a single non-media based organization led by an appointed Assistant

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Administrator. This organization is known as the Office of Administration and Resources Management.

The OARM is made up of offices that include, the Office of Administration (OA), Office of Acquisition Management (OAM), OARM-Cincinnati, OARM-RTP, Office of Diversity, Advisory Committee Management and Outreach (ODACMO), Office of Grants and Debarment (OGD), Office of Human Resources (OHR), and the Office of Policy and Resources Management (OPRM). The OARM's functional responsibilities include management policy, strategic direction, and administrative support for procurement operations, grants operations, facilities management, and human resources management, including diversity inclusion and outreach. OARM's 743 positions are located in Washington, D.C., Cincinnati, Ohio, and Durham, North Carolina.

Over time, the work required of OARM has become less transaction-based and more strategic in partnership with agency-wide goals and priorities. This proposal is intended to transform OARM into a modern, high performing organization through new focus, skills, tools, and technologies. OARM must ensure that its workforce has the right skills and capabilities, efficient and responsive business processes, technical tools and information, and a supportive physical infrastructure to respond effectively to increasingly complex environment problems and solutions. The need to address these disparate challenges in combination with reduced resources compels OARM to look at its internal processes for improvements and efficiencies. OARM plans to use this VERA/VSIP request as a catalyst to ensure success and to better serve the agency.

The Office of Administration (OA) took part in the agency's first round of VERA/VSIP and was able to achieve **twelve (12)** employee separations. While this provided a good start to the OA's plans of reshaping its workforce, the OA would like to use this opportunity to continue and expand its offers increasing the likelihood of success long term.

There are **three (3)** elements that comprise the need for change within OARM. These include:

Transitioning to a More Programmatic Focus

The OARM's current organizational structure was designed to optimize the performance of our traditional operational activities. However, a recent change in focus, emanating from the EPA's FY 2014 – 2018 Strategic Plan, which provides a blueprint for accomplishing the agency's priorities, requires the OARM to realign, reshape, restructure and rebalance. Implementation of this VERA/VSIP request will allow OARM to realign organizational and personnel activities from general support services to essential programmatic functions required for meeting agency strategic goals, as well as new and expanded agency priorities and federal environmental and programmatic mandates.

The agency Strategic Plan includes the following high-level goals:

1. Addressing Climate Change and Improving Air Quality,
2. Protecting America's Waters,
3. Cleaning Up Communities and Advancing Sustainable Development,
4. Ensuring the Safety of Chemicals and Preventing Pollution,

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5. Protecting Human Health and the Environment by Enforcing Laws and Assuring Compliance.

Complementing these goals are four supporting cross-agency strategies which require the OARM to shift emphasis from conducting basic administrative activities to managing agency-level priorities directly related to a more strategic focus on programmatic work. The cross-agency strategies are:

1. Working Toward a Sustainable Future
2. Working to Make a Visible Difference in Communities
3. Launching a New Era of State, Tribal, Local, and International Partnerships
4. Embracing EPA as a High-Performing Organization

OARM must play a central role in establishing EPA as a high performing organization. As such, "Embracing EPA as a High-Performing Organization" is a particularly strong driver of change in OARM. Its dual focus is to 1) develop employees and a supportive work environment and 2) streamline and modernize business processes. In response, OARM is striving to cultivate a highly skilled and diverse workforce and a flexible work environment with tools that enable employees to do their best work. We are developing smarter policies and streamlining the agency's internal business processes through the application of cutting edge business techniques in areas such as grants management, acquisition, and hiring to enhance collaboration, improve efficiency and effectiveness, reduce costs, and provide better customer service to agency partners and the American public.

Other cross-agency strategies focused on healthy communities and sustainability also compel OARM to lead the agency in additional new areas. To support and make a visible difference in healthy communities, OGD is working with agency partners to develop policies and programs that will enhance the delivery of EPA grant resources to communities, OAM is helping the agency work toward a sustainable future by improving EPA's ability to make sustainable purchasing decisions while OA is developing sustainable workplace choices that can be routinely practiced by agency employees. OA is also responding to requirements for further reductions in EPA's environmental footprint by increasing energy efficiency, reducing greenhouse gas emissions, advancing water conservation, and reducing waste. To support these changes in program focus, the OARM must alter its personnel competencies which have not kept pace. There are too many obsolete and high graded support positions and not enough essential analytical and technical skills within the OARM workforce.

A notable example of how EPA's skill mix has not kept pace with evolving requirements and program priorities is found in the necessity for the EPA and OARM's Office of Administration to advance sustainable development, prevent pollution and internally comply with environmental laws in its portfolio of facilities and laboratories. This change in focus is also directed by a multitude of recent federal legislation, executive orders and directives which place stringent demands on the agency for reduced emissions of greenhouse gases, greater conservation, improved resource stewardship and sustainability in its operational activities. While the OARM is responsible for much of the work included in the agency Strategic Sustainability Performance Plan, it does not currently have the necessary technical and professional capabilities and skill mix for full and effective implementation.

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Other changes in program focus emanate from the agency-wide effort to take advantage of new technologies and streamline internal business processes, many of which are managed by offices across OARM. Specifically, as part of our effort to become a high performing organization, OARM is designing and has begun rolling out new systems and business processes to increase efficiency and improve effectiveness in many of our core operational areas. A key example of this work is the integration of EPA's human resources and payroll processing systems to the Interior Business Center. Under its "Centers of Expertise" initiative, OAM is evaluating, refining and reengineering EPA's contracting processes and systems to be more efficient and effective, and better aligned with the agency's mission and goals. OGD will be developing a new, technologically superior grants management system as the agency works to replace the outdated Lotus Notes-based Integrated Grants Management System. OA will be deploying a new property management system to more effectively manage the agency's assets, and is undertaking the long-term roll out of a new space standard across the country which will yield substantial savings in rent as well as reductions in energy use and greenhouse gas emissions.

OARM currently has a collection of obsolete and senior level administrative positions such as management and program specialist (0301) secretary (0318), administrative clerk (0326), program manager (0340), and program and management analyst (0343) positions. These positions need to be transitioned to administrative positions with more analytical skill and technical positions including electrical engineers (0850), environmental engineers (0819), environmental protection specialists (0028), civil engineers (0810), human resources specialists (0201), contract specialists (1102), and grants specialists (1109). The absence of positions with expertise and experience in technical disciplines will make it difficult for the OARM to accomplish the many daunting task that were highlighted above.

The OARM's skill mix deficiencies are severe and can be addressed by the OARM VERA/VSIP proposal to enable EPA to reshape the delivery of its essential services.

The Evolution of Grants Management

The past ten years have seen dramatic changes in the expectations and responsibilities of grants management specialists. This is illustrated by major new requirements issued by OMB related to transparency, improved reporting of spending, and government-wide grant rules, as well as OPM's conversion of grants specialists from the "General Business and Management" 1101 series to a new grants management specialist 1109 occupational series.

The increased complexity of work in the 1109 series demands a new skill set for specialists carrying out policy, training and compliance functions. This includes demonstrated expertise in the following key areas: financial management, auditing and accounting; dispute resolution; statistical sampling; internal controls; interpreting/applying detailed government-wide policies; and the technical ability to navigate sophisticated IT tools for compliance, reporting and training purposes. OGD will use the attrition gained by VERA and VSIP to obtain the skills necessary to manage EPA's multi-billion grants investment in accordance with the highest fiduciary standards.

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With the issuance of OMB Memo 12-02 on Suspension and Debarment, agencies are expected to have dedicated staff with the right skills to aggressively pursue suspension and debarment cases (S&D) cases. One of the major functions of a successful S&D program is to conduct compliance monitoring of administrative agreements with large companies. These agreements contain legally binding terms and conditions requiring companies to follow responsible business practices when receiving federal contracts or grants.

The skills needed by GS-1109 staff to properly oversee these agreements have markedly increased in complexity over the past ten years, with a newfound emphasis on leveraging technology and sophisticated databases to detect fraud and non-compliance. OGD will use the attrition gained by VERA and VSIP to obtain the skills necessary for a vigorous S&D compliance program by obtaining four positions within the 1801 Enforcement and Compliance series.

The Development and Implementation of the OAM's Centers of Expertise and Strategic Sourcing

The Office of Acquisition Management is in the process of developing a new service delivery model known as Centers of Expertise (COE). This model will improve service delivery throughout the agency and standardize operating procedures across the agency's thirteen (13) contracting offices. The COE effort is designed to help the OARM deal with decreased federal resources while the rest of the agency increasingly turns to contract vehicles to meet its core mission. The Centers of Expertise in Contracting study found significant opportunities to save money while increasing the efficiency and effectiveness of the acquisition function at EPA. Developing expertise through alignment of the acquisition staff by commodity or customer will ultimately result in additional cost savings while improving the level of service provided.

In addition to establishing COE, the OAM will be shifting its focus to strategic sourcing. Strategic sourcing involves consolidating agency purchasing around commodities and leveraging the buying power of the agency as a whole rather than by program or region. Based on a preliminary assessment, there is currently an opportunity to save $30M-$60M every year through strategic sourcing if we work collaboratively to take advantage of the identified strategic sourcing opportunities, e.g., cellular service, lab supplies, lab equipment, remediation services, printers, etc. The OAM hopes these tools will prepare the EPA for the procurement challenges of the future while better utilizing existing resources.

III. Reshaping the Workforce

The OARM VERA/VSIP proposal will be used to: realign the workforce from general support services to essential programmatic activities necessary for meeting the agency's strategic goals and expanded federal requirements; correct significant competency gaps by creating a limited number of new positions in some current and some new job series to recruit for necessary skill sets; acquire the skills necessary to respond to new security requirements; restructure, reorganize, and eliminate layering in the organization while reducing the personnel staffing number and needed supervisory requirements; and reduce and rebalance the currently skewed, high-level grade structure by general targeting for separation the GS-13 and above levels, while recruiting

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at generally lower grade and career ladder levels. These actions will allow us to incorporate new and enhance available competencies and concentrate and redistribute duties in fewer staff according to complexity and grade requirements, ultimately reshaping the workforce, right-sizing the OARM, saving significant personnel costs, and improving overall organizational productivity and performance. The tables in Attachment 3 compare the targeted positions with the positions that will be recruited to address the skill gaps described below. The tables reflect the full performance level (FPL) of each position and the OARM will look to hire at the entry level where possible.

- **Realign organizational and personnel activities from general support services to essential programmatic functions required for meeting agency strategic goals, as well as new and expanded agency priorities and federal environmental and programmatic mandates.**

The OARM Immediate Office and Office of Policy and Resources Management is realigning its organizational structure to place greater programmatic focus on priority areas and achieve a better distribution of budgetary and staffing resources, thereby resulting in enhanced operational efficiencies. Attachment 1 shows the current organization chart and attachment 2 shows the new organization chart.

The OARM's plan is to reshape its workforce competencies by transitioning from obsolete administrative positions to more analytical administrative positions and acquiring much-needed technical skills in programmatic positions. The targeted positions and resulting separations will create a limited number of new position vacancies.

- 4 positions in the 0301 General Administrative series at the GS-13, GS-12, and GS-11 levels with a maximum of 4 offers
- 1 position in the 0318 Secretarial series at the GS-09 level with a maximum of 1 offer
- 1 position in the 0341 Administrative Officer series at the GS-12 level with a maximum of 1 offer
- 5 positions in the 0343 Program Analyst series at the GS-15 and GS-12 levels with a maximum of 5 offers
- 1 position (located in RTP) in the 2210 IT Specialist series at the GS-13 level with a maximum of 1 offer

The OARM will transition these obsolete series to more general analytical and technical series to assist in the development of much needed policies for the organization support the organization's more technical functions. The majority of these positions are located in the organization's front office and staff offices. There will also be four (4) positions hired in the IT series to address much needed skill gaps in IT security. The IT positions will be filled by applicants with IT security experience rather than the software and hardware support experience of the OARM's current staff. The OARM will plan to rehire the following positions to meet these needs.

- 1 position in the 0303 Administrative Analyst series with an FPL of GS-07
- 10 positions in the 0343 Analyst series with an FPL of GS-12, 13, and 14
- 4 positions in the 2210 IT Specialist series with an FPL of GS-12 and 13

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- **The Office of Grants and Debarment (OGD) is reshaping its workforce to face the changing landscape of federal grants administration**

As stated above, the OGD is facing an evolution in grants management driven by changes in OMB guidelines as well as federal statutes. This change has challenged the OGD to look internally in how it delivers service and address skill gaps. This VERA/VSIP package provides the OGD with the tool it needs to address some of these skill gaps. The OGD will target the following positions:

- 1 position within the 303 general support series with a maximum of 1 offer
- 26 positions with the 1109 technical series with a maximum of 7 offers

The eight (8) offered positions will be restructured. Specifically, the OGD will seek to fill the eight positions at a lower grade since the work no longer requires the higher level 1109 work. They will also repurpose positions to handle grants compliance issues and management of their IT systems.

- 2 positions within the 0343 series to perform compliance functions with an FPL of GS-12
- 4 positions within the 1801 enforcement and compliance series with an FPL of GS-12
- 1 position within the 0510 accountant series with an FPL of GS-12
- 1 position within the 2210 IT specialist series with an FPL of GS-12

- **The Office of Acquisition Management (OAM) is reshaping its workforce to prepare for a move to *Centers of Expertise* and more fully leverage strategic sourcing.**

The Office of Acquisition Management will be utilizing VERA/VSIP to reshape the acquisition workforce in support of the organization's reorganization efforts. Under the reorganization, OAM will be increasing emphasis on strategic sourcing, strategic planning, and workload and workforce planning. In addition, OAM will be realigning its operational components around the supplies and services being acquired or the mission for which those supplies or services are being acquired in order to enhance the skills of OAM's acquisition workforce through more specialized knowledge and experience. In order to achieve the desired end state, OAM will be eliminating the designated 1102 positions vacated via the VERA/VSIP and any positions that are filled must have the following core competencies:

- Knowledge of commodity management, spend analytics, federal acquisition regulations/policies/procedures
- Skill in analyzing market trends, performing spend analyses, establishing baseline spending levels
- Ability to facilitate integrated project teams, establish and monitor performance metrics related to items which have been strategically sourced, and conduct extensive change management activities.

- 25 positions within 6 general support series with a maximum of 8 offers
- 28 positions within 3 technical series with a maximum of 13 offers

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The OAM hopes to use the VERA/VSIP as a means to reduce the number of positions and refocus from *Procurement Analyst* to more technical *Contract Specialist* as well as the more business focused 1101 series.

- 6 *1102 Contracts Specialist with* an FPL of GS-12
- 3 *1101 General Business Analyst* with an FPL of GS-13

- **The Office of Human Resources (OHR) and the Human Resources Shared Service Centers located in Cincinnati, OH and Durham, NC are reshaping their workforces as result of our migration to the Shared Service Center model and the objective of becoming and supporting a high performing organization.**

In 2008, the agency transitioned to a Shared Service Center model, standing up three geographically separate SSCs that were located outside of the EPA's Washington, DC, headquarters offices. At that time, VERA/VSIP authority was obtained and offered to the many HR specialists physically located in our Washington, DC headquarters offices. Unfortunately, few employees were in a position to accept a VERA or VSIP offer and only one headquarters employee agreed to relocate to one of the SSCs. The preponderance of employees remaining at headquarters were absorbed across multiple OHR divisions and through the organization's best efforts were assigned duties encompassing HR advisory services including classification/compensation, training, information systems and policy development. As OHR continues its transition towards a human capital/strategic partner model, even greater demand for analytic skills and strategic consultative abilities are required so that the organization may successfully advise and guide its senior management as well as program and regional office customers on more complex human capital focus areas including skills optimization, workforce planning, performance culture development and labor/employee relations advisory services.

To facilitate the foregoing maturation process, OHR is in the process of completing a comprehensive reorganization that will consolidate related functions within specific divisions, accelerating collaboration and connectivity of human capital areas. OHR's reorganization will combine HR policy, training/talent management, recruitment and workforce planning under one large division. Other divisions will absorb and combine remaining functions. This effort will promote stronger partnerships and build greater strategic capacity as the organization fully realizes the synergies and connections of its related functions. OHR will also require the use of VERA/VSIP authorities as we mature and restructure existing positions to obtain the skills and competencies required to be a high performing, strategic partner for all areas of human capital. Some of the desired skills and competencies, not always present in the current OHR headquarters workforce, include strong oral and written communications skills, strategic consulting ability, and strategic thinking.

In the Washington, DC headquarters HR organization, the model for employee performance is that of a consultant and strategic partner for EPA program and regional offices. This model is consistent with OPM's maturation model and reflects EPA's vision for achieving the agency's cross-cutting strategic plan objective of becoming a high performing organization. OHR is identifying 26 headquarters positions viewed as transaction focused to ensure the organization

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can develop staff performing in an HR advisory role. The proposed change will allow OHR to meet agency expectations for a more advisory-oriented human resources organization. The proposal will target 21 general support positions with 12 offers to address this deficiency.

Washington, DC

- 21 positions within 6 general support series with a maximum of 12 offers
- 1 position with the 201 technical series with a maximum of 1 offer

The OHR will repurpose these positions to more programmatic policy and labor and employee relations (LER) focused in order to address the current skills gaps. This will allow OHR to better act as the Agency's national program manager for HR policy, LER, and chief advisor on HR issues. The OHR plans to address these needs with the following hires:

- 8 positions in the 0201 HR Specialist series with an FPL of GS-12 and 14
- 2 positions in the 0905 Attorney Advisor series with an FPL of GS-14
- 3 positions in the 1750 Instructional System Specialist Series with an FPL of GS-14

Cincinnati, OH

- 1 position within the 0201 series with a maximum of 1 offer

In Cincinnati, the position provides training support to local EPA-Cincinnati employees/managers and position classification support to the HRSSC. Upon removal of the Training Officer role, which has evolved from hands on training and development to one of review and approval of training requests, other duties in the position description do not support a full time workload or the classification of a GS-14. Human Resource Specialists in the HRSSC performing classification duties have a full performance level of GS-12 unless they have Team Lead responsibilities. A senior level specialist is no longer needed and the HRSSC will look to recruit up to two (2) HR Specialist 0201s with an FPL of GS-12.

The human resources shared service center (HR SSC) in RTP, NC has seen a shift in workload as the agency's head count has shrunk since 2011. While there has been a decrease in hiring, a steady dose of internal actions such as details and reassignments have shifted staffing requirements. The RTP HR SSC would offer positions in employee development and benefits in order to free up positions for classification.

Durham, NC (Research Triangle Park)

- 5 positions within the 0201 series with a maximum of 2 offers

The VERA/VSIP would afford the RTP SSC the opportunity to realign resources by reducing the number of supervisors and realigning positions to meet needs in classification thus filling skill gaps and achieve efficiencies. The RTP HR SSC will recruit up to two (2) HR Specialist with an FPL GS-201-12 to meet needs in classification.

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- **The Office of Administration (OA) and OARM offices located in in Cincinnati, OH and Durham, NC, are refining the way they manage EPA owned facilities and ever more complex building systems requiring technical expertise outside the current workforce.**

The OARM is responsible for the management and operations of EPA's facilities, both owned and leased. There are OARM operations in Washington, DC, Cincinnati, OH, and Durham, NC. Each of these operations faces unique challenges and responsibilities. With the increased emphasis on both physical and personnel security, OA headquarters is in the process of realigning staff to meet this need. The OA is also tasked with a comprehensive space reduction across the EPA's portfolio that requires new technical skills not already in-house. The EPA owns the facilities operated by OARM in Cincinnati and Durham. These facilities have highly technical building automation systems with over 100,000 control points which require highly technical engineers to direct on-site building maintenance staff as well as trouble shoot complex building issues. System engineers with greater IT backgrounds are needed to help EPA operate the facilities of the future. The VERA/VSIP plan laid out below provides the OARM with a better opportunity to align skill sets and ensure the agency meets its sustainability and energy mandates.

Headquarters

- 44 positions within 8 general support series with a maximum of 27 offers
- 25 positions with the 5 technical series with a maximum of 8 offers

Cincinnati, OH

- 7 positions within 4 general support series with a maximum of 5 offers
- 4 positions with the 2 technical series with a maximum of 2 offers

Durham, NC

- 7 positions within 4 general support series with a maximum of 7 offers
- 2 positions within the 0801 technical series with a maximum of 2 offers

Each location will look to upgrade the skills of their facilities workforce with a more technical and engineering focus. The OARM is faced with addressing emerging environmental changes to infrastructure and operations (green building, climate change, energy policy, reducing our footprint). The OARM will address these emerging skill gaps by recruiting the following positions:

Headquarters

- 1 positions within the 0018 Safety and Occupational Health series with an FPL of GS-09
- 4 positions within the 0028 Environmental Protection Specialist series with an FPL of GS-09, 11, and 12
- 1 positions within the 0080 Security Specialist series with an FPL of GS-09

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- 1 positions within the 0110 Economist series with an FPL of GS-09
- 9 positions within the 0343 Program Analyst series with an FPL of GS-09, 11, and 12
- 2 positions within the 0690 Industrial Hygienist series with an FPL of GS-11 and 13
- 1 positions within the 0803 Safety Engineer series with an FPL of GS-09
- 3 positions within the 0819 Environmental Engineer series with an FPL of GS-12
- 2 positions within the 0830 Mechanical Engineering series with an FPL of GS-11and 12
- 2 positions within the 0850 Electrical Engineering series with an FPL of GS-11
- 1 position within the 1082 writer/editor series with an FPL of GS-11
- 1 positions within the 1103 Industrial Property Management series with an FPL of GS-09
- 1 positions within the 1170 Realty Specialist series with an FPL of GS-09
- 3 positions within the 1176 Building Manager series with an FPL of GS-09, 11, and 12
- 1 position within the 1640 technical series with an FPL of GS-09
- 2 positions within the 2000 technical series with an FPL of GS-09

Cincinnati, OH

- 2 positions within the 2000 technical series with an FPL of GS-12

Durham, NC

- 1 position within the 0028 Environmental Protection Specialist series with an FPL of GS-12
- 2 positions within the 0830 Mechanical Engineering series with an FPL of 12 and 14
- 1 position within the 0850 Electrical Engineering series with an FPL of GS-12
- 5 positions within the 1640 technical series with an FPL of GS-12

IV. Budget Neutrality

This request for VERA and VSIP authority, if approved, will be conducted so that no funds or resources other than those appropriated for use in FY 15 will be used or required.

As mandated by the Office of Management and Budget for early-out/buy-out requests, the OARM's request certifies that the early-out/buy-out will be budget neutral. This means the early-out/buy-out authority will not result in any increased costs above the current or future FY appropriations to pay for the costs incurred for buy-out cash payment, annual leave cash payouts, or any other costs, including those associated with refilling the resulting vacancies.

The following tables detail calculations showing how the OARM has assured budget neutrality in the proposal for FY 15. The direct maximum costs associated with VERA and VSIP is $4,623,645.14. Table A provides details of the direct costs associated with VERA and VSIP, while Table B illustrates how the OARM will maintain budget neutrality.

The following table shows how the OARM will maintain budget neutrality by implementing a date of January 10, 2015 by which all VERA/VSIP applicants must be seperated.

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Table A - Direct Costs for VERA/VSIP		
Targeted Employees (See details in Attachment 4)		
107 Targeted Positions for VSIP x $25,000		$2,675,000.00
107 Targeted Positions for VERA, Optional Retirement or Resignation ($61.53* per hr. x 296**) 45 - Leave Payout		$1,948,645.14
Total Maximum Direct Cost		**$4,623,645.14**

**Payroll estimated on a GS 13 Step 5 with 26% included for loaded cost in Washington, DC*

***Maximum Leave Hours Possible*

Table B - VERA/VSIP Savings		
Targeted Employees (See details in Attachment 4)		
FY 15 Estimated Payroll* for Targeted Positions (107)		**$13,740,045.48**
FY 15 Estimated Payroll for Targeted Positions through January 10, 2015** (107)		$3,435,011.37
Maximum Direct Cost of OARM VERA/VSIP		$4,623,645.14
Anticipated Savings		***$5,681,388.97***

**Payroll estimated on a GS 13 Step 5 with 26% included for loaded cost in Washington, DC*

***All VERA/VSIP Applicants must be seperated by January 10, 2015*

If the organization is under a Continuing Spending Resolution (CR), the OARM will comply with all applicable funding restrictions to pay for VSIP and annual leave payouts, if the VSIP is approved. If necessary, our rehiring plans may be adjusted to insure we expend only those resources allocated for use in FY 15.

The final table shows a projection of anticipated savings over the next three fiscal years. The OARM will offer a max of **107** VERA/VSIP slots to reshape its workforce. As a part of the organizational reshaping, The OARM anticipates hiring a **max** of **95** new positions. The number of new hires will be directly affected by the number of VERA/VSIP's accepted.

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Table C - Projected Savings for FY 15 through FY 17				
		Estimated FY 14 Savings	Estimated FY 15 Savings	Estimated FY 16 Savings
A. Payroll Cost for 107 VERA/VSIP Positions*		$13,740,045.48	$0.00	$0.00
A. VSIP Cost (107 Offers)		$2,675,000.00	$0.00	$0.00
B. Leave Payout (107 Offers)		$1,948,645.14	$0.00	$0.00
C. Anticipated Payroll Savings from VERA/VSIP**		$5,681,388.97	$14,014,846.39	$14,295,143.32
*D. Payroll for 95 New Hires****		*$4,406,589.18*	*$8,989,441.93*	*$9,169,230.77*
Anticipated Savings		***$1,274,799.79***	***$5,025,404.46***	***$5,125,912.55***
*Payroll estimated on a GS 14 Step 5 with 26% included for loaded cost in Washington, DC				
**All VERA/VSIP Applicants must be seperated by January 10, 2015				
***The 95 New Hires will not start before April 1, 2015 and are made up of 12 GS-14, 9 GS-13, 40 GS-12, 12 GS-11 20 GS-9, 2 GS-7				

The table clearly shows that the OARM will realize significant savings even if the max of **95** positions is filled. This is due to an overall reduction in staff as well as a mix of entry level hiring to satisfy the new organization's needs.

V. Combined Request for Voluntary Separation Incentive Payments (VSIP) and Voluntary Early Retirement Authority (VERA)

1. Explain the workforce situation the organization needs to address through VSIP and VERA that would otherwise require involuntary personnel actions, e.g., delayering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping

This VERA/VSIP request is intended to allow the OARM to:

- Realign organizational and personnel activities from general support services to essential programmatic functions required for meeting agency strategic goals, as well as new and expanded agency priorities and federal environmental and programmatic mandates.
- Address the changing regulatory and technical requirements of the grants managment field by opening up a few vacancies to attract new talent with these skills.
- Optimize the OAM by moving resources from the auditing and accounting staff to assist in the formation of the Center of Expertise and strategic sourcing.
- Handle an increased workload in policy and labor and employee relations.
- Reshape its facility support staffs to include new skills sets such as engineers with the skills necessary to meet many of the agency's federal energy and space requirements.

The OARM programmatic responsibilities have evolved and expanded significantly over the past few years in response to a significant number of new and revised federal statutes, directives and executive orders. Additionally, the OARM needs to leverage and optimize new and improved technological advancements to address the challenges and complexities of the federal government in the 21st Century. These requirements, together with agency budgetary reductions,

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are driving the organization to restructure to enable better focusing on agency priorities and to become more efficient and effective. The loss of significant extramural funding has impeded the OARM's ability to obtain contractor expertise and placed a greater emphasis on federal staff having the requisite technological skills, such as using computer-aided design and drafting software. The current workforce demographics reflect an imbalance in necessary competencies and capabilities, and reduced agency payroll and FTE ceilings have also prevented the OA from being able to recruit additional staff in needed programmatic job series.

The VERA and VSIP will be offered to employees at the GS-05 through GS-15 levels. Through attrition gained by VERA and VSIP, the OARM will have the opportunity to reassign the most complex work to existing higher graded positions in order to concentrate this work into fewer positions. The less complex work will be restructured into lower-graded positions to enable the OARM to begin its workforce succession planning by hiring staff with key skills. Reshaping will occur, in part, through consolidation or reduction of some, but not all, non-supervisory positions at higher grade levels. This shift will allow the OARM to recruit entry-level candidates with stronger skills that have been outlined in the "Reshaping the Workforce" section. While some non-supervisory higher graded positions will remain, this process will create a more grade-level balanced workforce in OARM.

2. Identify the end date for separations under VSIP and VERA.

The end date for the authorities is January 31, 2015, with the expectation that most employees will separate on or before January 9, 2015.

3. Identify the specific positions and functions to be reduced or eliminated by organizational unit, geographical location, occupational category, grade level, and any other factors related to the position, such as skills and knowledge gaps.

See Attachment 3

4. **Describe the categories of employees who will be offered VSIP by organizational unit, geographical location, occupational category, grade level, and any other factors related to the position such as skills or knowledge gaps, or retirement eligibility.**

See Attachment 3

5. Identify the number of VSIPs to be paid and the maximum amount of each VSIP (up to $25,000).

The maximum number of VSIP to be offered is 107.
The maximum amount that will be paid is $25,000 each.

The separation incentive payment will be based upon the standard severance pay calculation. Therefore, the amount of the separation incentive (buyout) will be an amount equal to the lesser of the employee's calculated severance pay entitlement or $25,000.

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6. Describe how the organization will operate without the eliminated positions and functions identified in number 1.

The OARM will not be reducing the size of its staff greatly through VERA/VSIP, rather it hopes to use this tool as an opportunity to shift resources to crucial programmatic areas such as grants, contracts, and human resources. The administrative functions that are being shed will be consolidated internally and some work will be outsourced, such as printing. In turn, the OARM will be able to shift its focus to its core mission and provide a greater level of service to the agency. This will be accomplished through the OAM's Centers of Expertise, strategic sourcing, OHR's transition towards a human capital/strategic partner model and the roll out of new space standards throughout the agency from the OA. The net effect of these actions will result in a higher-performing organization without the current significant competency gaps that is better able to meet all of its environmental and programmatic mandates with a smaller number of positions and at a lower payroll cost.

Following the VERA and VSIP separations, a significant number of experienced employees with adequate institutional knowledge will remain and be able to assume additional work in all of the necessary program areas. Upon approval of this proposal, the OARM will immediately begin to plan for the new position recruitments by preparing the necessary paperwork. In some cases, the duties of the vacated positions will be reassigned to other employees with the qualifications to perform the work, and the OARM will complete the necessary internal reassignments and temporary details. Remaining senior staff will be able to continue providing guidance so that the agency's critical work activities are maintained. Agency stakeholders will be informed of the ongoing restructuring and provided information for continued services during the transition. The OARM's senior managers will ensure that the highest priority work will continue with minimal disruption to its mission so that much of the reshaping will be transparent to most of the agency.

7. Provide a proposed organization chart showing the expected changes to the organization's structure after completing the VSIP plan.

See Attachment 1

8. If requesting, or will request, VERA, describe how that authority will be used in conjunction with VSIP.

The OARM has **175** employees eligible for regular retirement and **174** eligible for early retirement through VERA. The VSIP authority presents an attractive enticement to those employees who will realize a reduced annuity from retiring early through VERA. Therefore, the combination of optional and early retirement eligible employees will result in the maximum number of departures, which is important to the OARM to reshape its organization as has been laid out within this package. The VSIP can further increase the potential departure group by providing a separation incentive to employees who have more than three years of status and hence could elect to depart to pursue other career opportunities.

Hence, the combination of VERA and VSIP provides the greatest likelihood of the OARM achieving the necessary reshaping and restructuring of its workforce.

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9. If offering VSIPs under another statutory authority, describe how VSIPs are being used under that authority.

Not applicable.

10. Provide the anticipated effective date of the substantial delayering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping described in number 1.

March 30, 2015

11. Provide the total number of permanent employees in the agency or covered component(s).

The number is 743.

12. Provide the total number of permanent employees in the agency or covered component(s) who are expected to be involuntarily separated, downgraded, transferred, or reassigned as a result of the reason(s) in number 1.

Fifteen (15)

13. Provide the total number of employees in the agency or covered component(s) who are eligible for voluntary early retirement. (Do not include employees eligible for optional retirement.)

The number is 174

14. Provide an estimate of the number of employees in the agency or covered component(s) who are expected to take voluntary early retirement.

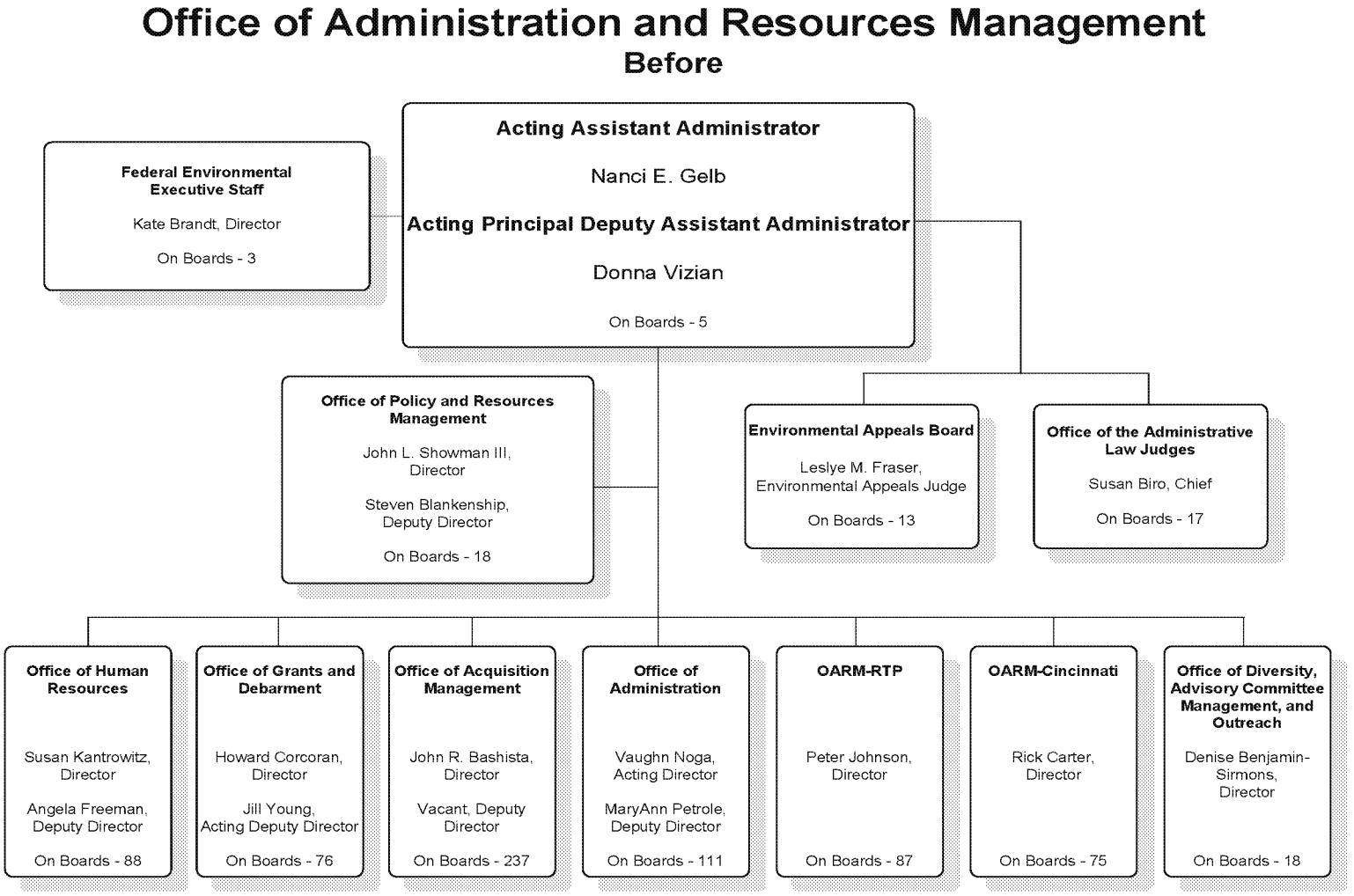
The number is 30.

15. Describe the types of personnel actions anticipated as a result of the reason(s) in number 1 (e.g., reassignments, downgrades, separations) that would occur without VERA.

The types of personnel actions include:

- Directed reassignments
- Competitive details
- Voluntary separations and retirements
- Abolishment of some positions
- Reclassification and restructuring of some positions
- Internal and external competitive recruitments

Attachment 1: Current Organizational Chart



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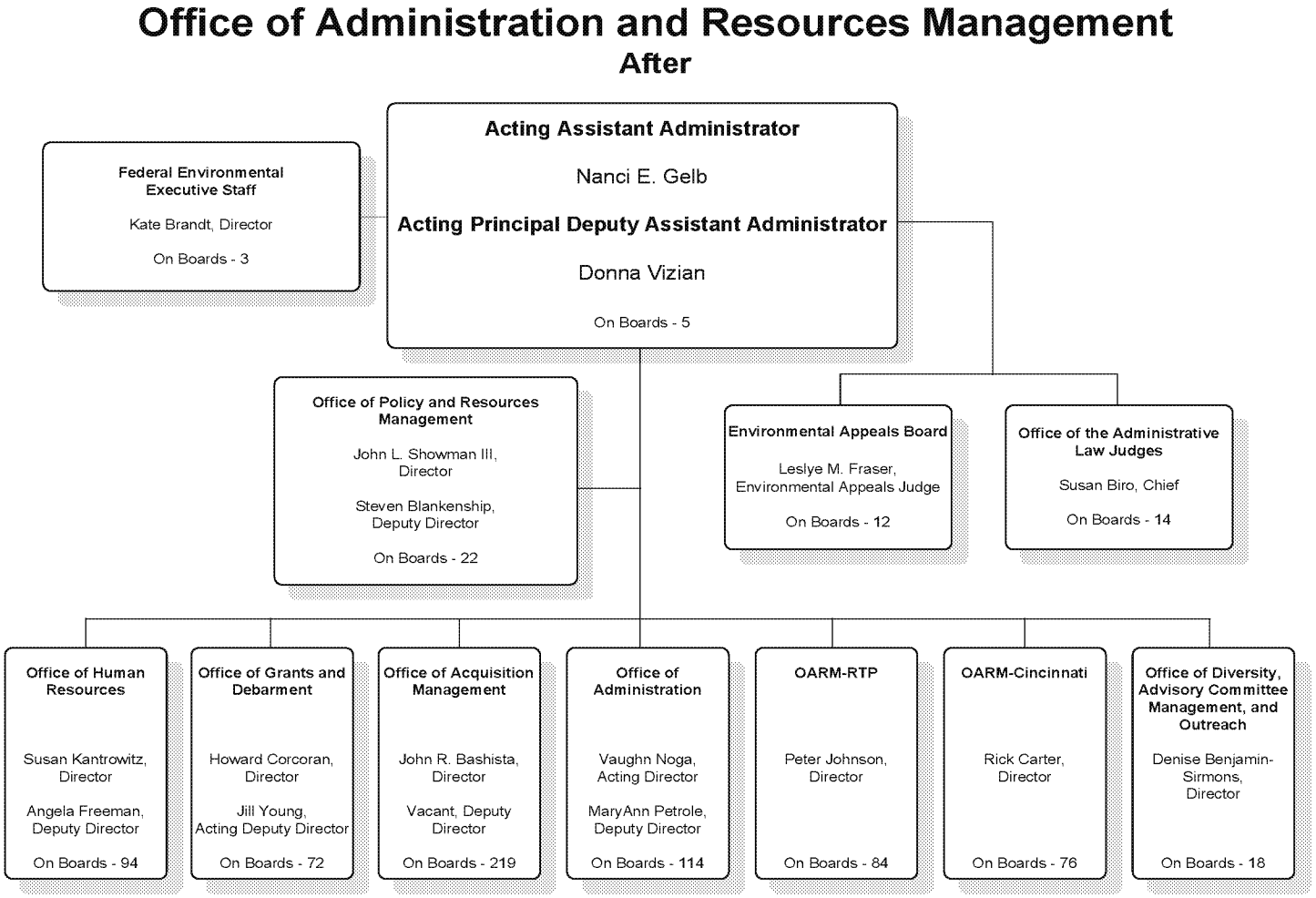
Attachment 2: New Organizational Chart



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Attachment 3: Targeted Positions, Offered Positions, and Rehires by Office, Series, and Grade (All positions located in Washington, DC but positions in OARM-Cin and OARM-RTP. All rehires represent the FPL of that position, but the OARM will hire at the entry level where possible)

Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered	Rehires
Office of Administration and Resources Management IO/Office of Policy and Resources Management	0301	GS-13	1		
	Miscellaneous Admin & Program	GS-12	2		
	0341				
	Administrative Officer	GS-12	1		
	Total		**4**	**4**	
	0343	GS-15	4		
	Management	GS-13			4
	and Program	GS-12			4
	Total		**4**	**4**	**8**
	Total (OPRM/IO)		**8**	**8**	**8**

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Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered	Rehires
Office of Administration (OA)	0018	GS-15	2	1	
		GS-14	1		
	Safety & Occupational	GS-13	1	1	
	Health Manager	GS-09			1
	Total		**4**	**2**	**1**
	0028	GS-12			1
	Environmental Protection	GS-11			1
	Specialist	GS-09			2
	Total				**4**
	0080	GS-15	2	1	
		GS-14	3		
		GS-13	8	2	
	Security Specialist	GS-09			1
	Total		**13**	**3**	**1**
	0110	GS-09			
	Economist				1
	Total				**1**
	0301	GS-15	1		
		GS-13	1		
	Miscellaneous Admin & Program	GS-12	1		
	Total		**3**	**2**	
	0340				
	Program Manager	GS-15	4		
	Total		**4**	**2**	
	0341				
	Administrative Officer	GS-11	1		
	Total		**1**	**1**	
	0342	GS-14	3		
	Support Services	GS-13	6		
	Specialist	GS-12	1		
	Total		**10**	**9**	

	0343 Management and Program Analyst	GS-15	6		
		GS-14	5		
		GS-13	10		
		GS-12	2		1
		GS-11			2
		GS-09			6
	Total		**23**	**10**	**9**
	0350 Copy Equipment Operator	GS-04	1		
	Total		**1**	**1**	
	0351 Printing Clerk	GS-05	1		
	Total		**1**	**1**	
	0690 Industrial Hygienist	GS-13			1
		GS-11			1
	Total				**2**
	0803 Safety Engineer	GS-09			1
	Total				**1**
	0819 Environmental Engineer	GS-12			3
	Total				**3**
	0808 Architect	GS-14	2		
	Total		**2**	**1**	
	0830 Mechanical Engineer	GS-14			
		GS-12	4		1
		GS-11			1
	Total		**4**	**1**	**2**
	0850 Electrical Engineer	GS-11			2
	Total				**2**
	1082 Writer/Editor	GS-11			1
	Total				**1**

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	1103 Industrial Property Management	GS-09			1
	Total				**1**
	1170 Realty Specialist	GS-14	2		
		GS-09			1
	Total		**2**	**1**	**1**
	1176 Building Manager	GS-12			1
		GS-11			1
		GS-09			1
	Total				**3**
	1654 Printing Officer	GS-14	1		
	Total		**1**	**1**	
	1640 Facility Management Specialist	GS-09			1
	Total				**1**
	2000 Supply Inventory Management	GS-9			2
	Total				**2**
	Total (OA)		**69**	**35**	**35**

Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered	Rehires
Office of Acquisition Management (OAM)	0301	GS-12	2		
	Miscellaneous Admin & Program	GS-09	1		
	0306	GS-12	2		
	FOIA Specialist				
	0318	GS-09	2		
	Secretary (Office Automation)	GS-07	2		
	0341	GS-12	1		
	Administrative Officer	GS-11	1		
	0343	GS-15	2		
	Management and Program Analyst	GS-14	6		
		GS-13	1		
	Total		**20**	**5**	
	0511	GS-13	4		
	Auditor	GS-12	1		
	Total		**5**	**2**	
	1101 General Business Analyst	GS-12			3
	Total				**3**
	1102 Contract Specialist	GS-13			6
	Total				**6**
	1102 Procurement Analyst	GS-15	6		
		GS-14	14		
		GS-13	2		
	Total		**22**	**10**	
	1106 Procurement Technician	GS-07	1		
	Total		**1**	**1**	
	2210 IT Specialist (Non Info Sec)	GS-13	5		
	Total		**5**	**3**	
	Total (OAM)		**53**	**21**	**9**

Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered	Rehires
Office of Diversity, Advisory Committee Management and Outreach (ODACMO)	0301				
	Miscellaneous Admin & Program	GS-11	1		
	Total		**1**	**1**	
	0343				
	Management and Program	GS-12	1		2
	Total		**1**	**1**	**2**
	Total (ODACMO)		**2**	**2**	**2**

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Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered	Rehires
Office of Grants and Debarment (OGD)	0303 Miscellaneous Clerk and Assistant	GS-08	1		
	Total		**1**	**1**	
	0343 Management and Program Analyst	GS-11			2
	Total				**2**
	0510 Accountant	GS-09			1
	Total				**1**
	1109 Grants Management Specialist	GS-14	8		
		GS-13	8		
		GS-12	10		
	Total		**26**	**7**	
	1801 Suspension and Debarment Program Investigator	GS-09			2
		GS-07			2
	Total				**4**
	2210 IT Specialist	GS-09			1
	Total				**1**
	Total (OGD)		**27**	**8**	**8**

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Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered	Rehires
Office of Human Resources (OHR)	0201 Human Resources	GS-15	1	1	
		GS-14			6
		GS-12			2
	Total		**1**	**1**	**8**
	0301 Miscellaneous Admin & Program	GS-15	1	1	
	Total		**1**	**1**	
	0303 Miscellaneous Clerk and	GS-06	1	1	
	0318 Secretary (Office Automation)	GS-06	1	1	
	0326 Office Automation	GS-04	1	1	
	0344 Management and Program Assistant	GS-07	1	1	
	Total		**4**	**4**	
	0343 Management and Program Analyst	GS-15	5	2	
		GS-14	6	3	
		GS-13	5	2	
	Total		**16**	**7**	
	0905 Attorney Advisor	GS-14			2
	Total				**2**
	1750 Instructional Systems Specialist	GS-14			3
	Total				**3**
	Total (OHR)		**22**	**13**	**13**

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Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered	Rehires
OARM-Cincinnati	0201	GS-14	1		
	Human Resources Specialist	GS-12			2
	Total		**1**	**1**	**2**
	0303 Administrative Assistant	GS-07			1
	Total				**1**
	0318 Secretary (Office Automation)	GS-09	1		
	Total		**1**	**1**	
	0343	GS-13	3	2	
	Management and Program Analyst	GS-12	2	1	
	Total		**5**	**3**	
	0801	GS-13	1		
	General Engineer	GS-12	2		
	Total		**3**	**1**	
	0830 Mechanical Engineer	GS-13	1		
	Total		**1**	**1**	
	1654 Printing Specialist	GS-13	1		
	Total		**1**	**1**	
	2000	GS-12			1
	Supply Inventory Management	GS-9			1
	Total				**2**
	2210 IT Specialist (Non Info Sec)	GS-12			3
	Total				**3**
	Total (OARM-Cin)		**12**	**8**	**8**

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Office	Title/Series	Grade	Number of Positions Targeted	Maximum Number of VERA/VSIPs to be Offered	Rehires
OARM-RTP	0028 Evironmental Protection Specialist	GS-12			1
	Total				**1**
	0201 Human Resources Specialist	GS-12	5	2	2
	Total		**5**	**2**	**2**
	0301	GS-14	1		
	Miscellaneous Admin & Program	GS-13	1		
	Total		**2**	**2**	
	303 Miscellaneous Clerk and	GS-04	1		
	Total		**1**	**1**	
	0343	GS-15	1	1	
	Management and Program Analyst	GS-13	1	1	
	Total		**2**	**2**	
	0801	GS-14	1		
	General Engineer	GS-13	1		
	Total		**2**	**2**	
	0830	GS-14			1
	Mechanical Engineer	GS-12			1
	Total				**2**
	0850 Electrical Engineer	GS-12			1
	Total				**1**
	1640 Facility Management Specialist	GS-12			5
	Total				**5**
	2010	GS-13	1		
	Inventory Management Specialist	GS-09	1		
	Total		**2**	**2**	
	2210 IT Specialist (Non Info Sec)	GS-13	1		1
	Total		**1**	**1**	**1**
	Total (OARM-RTP)		**15**	**12**	**12**

ED_001372_00006513-00029

Message

From: Hunt, Loretta [Hunt.Loretta@epa.gov]
Sent: 3/20/2017 2:34:08 AM
To: Hart, Debbi [Hart.Debbi@epa.gov]
Subject: Re: Policy question

Did you respond based on my text? The answer is yes, the 86 policy's competitive areas are the smallest allowed by reg.

5 CFR 351.402 - Competitive area.

(b) A competitive area must be defined solely in terms of the agency's organizational unit(s) and geographical location and, except as provided in paragraph (e) of this section, it must include all employees within the competitive area so defined. A competitive area may consist of all or part of an agency. **The minimum competitive area is a subdivision of the agency under separate administration within the local commuting area.**

Loretta L. Hunt, Chief
Policy and Accountability Branch
Policy, Planning and Training Division
Office of Human Resources
(202) 564-6963
hunt.loretta@epa.gov

On Mar 17, 2017, at 11:18 AM, Hart, Debbi <Hart.Debbi@epa.gov> wrote:

Per my text. I will take a look too.

Debbi Hart
Director
Policy, Planning & Training Division
OHR, OARM
USEPA
202.564.2011
hart.debbi@epa.gov

****

-----Original Message-----
From: Vizian, Donna
Sent: Friday, March 17, 2017 8:47 AM
To: Gray, Linda <gray.linda@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>; Showman, John <Showman.John@epa.gov>; Carpenter, Wesley <Carpenter.Wesley@epa.gov>

Subject: Policy question

GM. Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process Thanks much

Message

From: Fontaine, Tim [Fontaine.Tim@epa.gov]
Sent: 6/29/2017 7:03:55 PM
To: Barber, Anthony [Barber.Anthony@epa.gov]; Shanahan, Katherine [Shanahan.Katherine@epa.gov]; Pastalove, Barbara [Pastalove.Barbara@epa.gov]; Rubel, Robert [Rubel.Robert@epa.gov]; McManus, Catharine [mcmanus.catharine@epa.gov]; Schwartz, Barbara [Schwartz.Barbara@epa.gov]; Breneman, Sara [breneman.sara@epa.gov]; Rodriguez, Ray [Rodriguez.Ray@epa.gov]; Price, Patricia [price.patricia@epa.gov]; Fowler, Joshua [Fowler.Joshua@epa.gov]; Lane, Vicki [Lane.Vicki@epa.gov]; Hart, Debbi [Hart.Debbi@epa.gov]; Hunt, Loretta [Hunt.Loretta@epa.gov]; OHR PMOs [OHR_PMOs@epa.gov]; OCFO-SBO [OCFOSBO@epa.gov]; OCFO-Regional-Comptroller [OCFORegionalComptroller@epa.gov]; Terris, Carol [Terris.Carol@epa.gov]; Westenberger, Andrea [Westenberger.Andrea@epa.gov]
CC: Woods, Terry [Woods.Terry@epa.gov]; Spraul, Greg [Spraul.Greg@epa.gov]; Remmers, Janet [Remmers.Janet@epa.gov]
Subject: RE: VERA/VSIP Package Questions from OMB (Close Hold)
Attachments: Office of Water VERA and VSIP Justification with Budget Final 05-24-17.docx

Here is the OW file.

Tim Fontaine
EPA Office of Water
(202) 564-0318

From: Barber, Anthony
Sent: Thursday, June 29, 2017 2:44 PM
To: Shanahan, Katherine <Shanahan.Katherine@epa.gov>; Pastalove, Barbara <Pastalove.Barbara@epa.gov>; Rubel, Robert <Rubel.Robert@epa.gov>; McManus, Catharine <mcmanus.catharine@epa.gov>; Schwartz, Barbara <Schwartz.Barbara@epa.gov>; Breneman, Sara <breneman.sara@epa.gov>; Rodriguez, Ray <Rodriguez.Ray@epa.gov>; Price, Patricia <price.patricia@epa.gov>; Fowler, Joshua <Fowler.Joshua@epa.gov>; Lane, Vicki <Lane.Vicki@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>; Hunt, Loretta <Hunt.Loretta@epa.gov>; OHR PMOs <OHR_PMOs@epa.gov>; OCFO-SBO <OCFOSBO@epa.gov>; OCFO-Regional-Comptroller <OCFORegionalComptroller@epa.gov>; Terris, Carol <Terris.Carol@epa.gov>; Westenberger, Andrea <Westenberger.Andrea@epa.gov>
Subject: RE: VERA/VSIP Package Questions from OMB (Close Hold)

Anthony L. Barber, PE
Acting Human Capital Officer and Manager, HRF Unit
Director, Oregon Operations Office
US EPA Region 10
805 SW Broadway, Suite 500
Portland, OR 97205

503-326-6890 (phone)
503-326-3399 (fax)
barber.anthony@epa.gov

-----Original Appointment-----
From: Shanahan, Katherine
Sent: Thursday, June 29, 2017 8:14 AM
To: Shanahan, Katherine; Pastalove, Barbara; Rubel, Robert; McManus, Catharine; Schwartz, Barbara; Breneman, Sara; Rodriguez, Ray; Price, Patricia; Fowler, Joshua; Lane, Vicki; Barber, Anthony; Hart, Debbi; Hunt, Loretta; OHR PMOs; OCFO-SBO; OCFO-Regional-Comptroller; Terris, Carol; Westenberger, Andrea
Subject: VERA/VSIP Package Questions from OMB (Close Hold)

When: Thursday, June 29, 2017 2:30 PM-3:30 PM (UTC-05:00) Eastern Time (US & Canada).
Where: Call-In Ex. 6 - Personal Privacy Conference Code Ex. 6 - Personal Privacy

Good Morning

You should all have seen by now yesterday's message from Donna Vizian regarding our VERA/VSIP submission to OMB and OPM. We are being asked to provide more clarity to the Budget portion of our submissions. I have connected with Loretta Hunt and am setting up this critical call this afternoon so we all can learn what needs to be done to address the OMB concerns and quickly move our V/V package forward. I have been asked to remind everyone that this discussion and any information related to it is close hold and request that you do not forward this invite to a broader audience.Hart

To the extent possible, please try to listen in a group in your offices to make sure we have enough lines

Thank you for your cooperation on such short notice. This call is at 2:30 Eastern time

Kathie

Katherine Shanahan
Human Resource Officer
EPA New England -Region 1
617-918-1619

Message

From: Barber, Anthony [Barber.Anthony@epa.gov]
Sent: 6/29/2017 6:44:08 PM
To: Shanahan, Katherine [Shanahan.Katherine@epa.gov]; Pastalove, Barbara [Pastalove.Barbara@epa.gov]; Rubel, Robert [Rubel.Robert@epa.gov]; McManus, Catharine [mcmanus.catharine@epa.gov]; Schwartz, Barbara [Schwartz.Barbara@epa.gov]; Breneman, Sara [breneman.sara@epa.gov]; Rodriguez, Ray [Rodriguez.Ray@epa.gov]; Price, Patricia [price.patricia@epa.gov]; Fowler, Joshua [Fowler.Joshua@epa.gov]; Lane, Vicki [Lane.Vicki@epa.gov]; Hart, Debbi [Hart.Debbi@epa.gov]; Hunt, Loretta [Hunt.Loretta@epa.gov]; OHR PMOs [OHR_PMOs@epa.gov]; OCFO-SBO [OCFOSBO@epa.gov]; OCFO-Regional-Comptroller [OCFORegionalComptroller@epa.gov]; Terris, Carol [Terris.Carol@epa.gov]; Westenberger, Andrea [Westenberger.Andrea@epa.gov]
Subject: RE: VERA/VSIP Package Questions from OMB (Close Hold)
Attachments: VV Tables.docx

Anthony L. Barber, PE
Acting Human Capital Officer and Manager, HRF Unit
Director, Oregon Operations Office
US EPA Region 10
805 SW Broadway, Suite 500
Portland, OR 97205

503-326-6890 (phone)
503-326-3399 (fax)
barber.anthony@epa.gov

-----Original Appointment-----
From: Shanahan, Katherine
Sent: Thursday, June 29, 2017 8:14 AM
To: Shanahan, Katherine; Pastalove, Barbara; Rubel, Robert; McManus, Catharine; Schwartz, Barbara; Breneman, Sara; Rodriguez, Ray; Price, Patricia; Fowler, Joshua; Lane, Vicki; Barber, Anthony; Hart, Debbi; Hunt, Loretta; OHR PMOs; OCFO-SBO; OCFO-Regional-Comptroller; Terris, Carol; Westenberger, Andrea
Subject: VERA/VSIP Package Questions from OMB (Close Hold)
When: Thursday, June 29, 2017 2:30 PM-3:30 PM (UTC-05:00) Eastern Time (US & Canada).
Where: Call-In 866-299-3188 Conference Code 617-299-4309

Good Morning

You should all have seen by now yesterday's message from Donna Vizian regarding our VERA/VSIP submission to OMB and OPM. We are being asked to provide more clarity to the Budget portion of our submissions. I have connected with Loretta Hunt and am setting up this critical call this afternoon so we all can learn what needs to be done to address the OMB concerns and quickly move our V/V package forward. I have been asked to remind everyone that this discussion and any information related to it is close hold and request that you do not forward this invite to a broader audience.Hart

To the extent possible, please try to listen in a group in your offices to make sure we have enough lines

Thank you for your cooperation on such short notice. This call is at 2:30 Eastern time

Kathie

Katherine Shanahan
Human Resource Officer
EPA New England -Region 1
617-918-1619

Message

From: Hart, Debbi [Hart.Debbi@epa.gov]
Sent: 7/12/2017 5:38:45 PM
To: Brincks, Mike [brincks.mike@epa.gov]
Subject: Re: General VERA/VSIP Notice to All Employees in Region 7

Got it - thanks Mike.

Sent from my iPhone

On Jul 12, 2017, at 1:15 PM, Brincks, Mike <brincks.mike@epa.gov> wrote:

> FYI only – R7 all-employee message sent
>
> <image002.jpg>
> **Mike Brincks**
> **Assistant Regional Administrator**
> **Office of Policy & Management**
> **US Environmental Protection Agency, Region 7**
> **11201 Renner Boulevard**
> **Lenexa, KS 66219**
> **Office: 913-551-7799**
> **brincks.mike@epa.gov**
>
> **From:** Brincks, Mike
> **Sent:** Wednesday, July 12, 2017 12:10 PM
> **To:** R7 EPA MassMailer <R7_EPA_MassMailer@epa.gov>
> **Subject:** General VERA/VSIP Notice to All Employees in Region 7
> **Importance:** High
>
> **General Notice to All Employees in Region 7**
>
> **July 12, 2017**
>
> **MEMORANDUM**
>
> **SUBJECT:** **Voluntary Early Retirement Authority and Voluntary Separation Incentive Payment Opportunities**
>
> **FROM:** **Mike Brincks**
> **Assistant Regional Administrator**
>
> **TO:** **All Region 7 Employees**
>
> This is a follow-up to Acting Deputy Administrator Mike Flynn's messages last month to all agency employees regarding Voluntary Early Retirement Authority and Voluntary Separation Incentive Payment opportunities. I am pleased to let you know that the U.S. Office of Personnel Management and the U.S.

Office of Management and Budget have approved our request to offer VERA/VSIP opportunities to a limited number of EPA employees.

Region 7 will offer a total of 45 VERA/VSIP opportunities to employees in most occupational series who were eligible for either a Regular Retirement or an Early Retirement when Region 7's application was submitted.

An employee whose position is in the R7 VERA/VSIP pool will be receiving an additional separate email, with an attached memo, from me tomorrow morning. The memo will provide specifics on the application process; **please be aware the application period opens on July 13, 2017, and closes at 11:59 p.m. Eastern Standard Time (10:59 p.m. Central) on July 26, 2017.** Employees must depart the agency by September 2, 2017.

The decision to take advantage of a VERA or VSIP is entirely voluntary. This is a very personal decision and no one is required to accept an offer. Employees are urged to carefully consider the information provided and their personal situation prior to deciding. Please contact the Cincinnati Shared Service Center or Region 7's Human Capital Management Branch with any questions you may have about our VERA/VSIP:

Cincinnati Shared Service Center: CIN_HRSSC_Benefits_Central@epa.gov with "VERA/VSIP Related Request" in your email subject line.

Telephone: 513-569-7699

Region 7 VERA/VSIP Email Box: R7_VERA-VSIP@epa.gov

Region 7 VERA/VSIP Voice Mail Box: 913-551-7711

To: Hart, Debbi[Hart.Debbi@epa.gov]
From: Showman, John
Sent: Wed 8/2/2017 8:34:37 PM
Subject: FW: VERA VSIP Applications Received Separated by Region

From: Helm, Arron
Sent: Wednesday, August 02, 2017 8:38 AM
To: Vizian, Donna <Vizian.Donna@epa.gov>; Showman, John <Showman.John@epa.gov>
Cc: Carter, Rick <Carter.Rick@epa.gov>
Subject: VERA VSIP Applications Received Separated by Region

Here is an updated report – does this format work? The difference in two in the total is due to 2 duplicates found – 1 for OW, 1 for R9.

.	,	New/Under Review	Eligible	Not Eligible	Withdrew	Wait List
AO	14	0	13	1	0	0
OAR	4	4	0	0	0	0
OARM	31	11	19	0	1	0
OCFO	17	0	16	0	0	1
OCSPP	15	0	14	1	0	0
OECA	48	10	37	0	1	0
OEI	17	0	16	0	0	1
OGC	2	1	1	0	0	0
OITA	3	3	0	0	0	0
OLEM	20	7	13	0	0	0
ORD	33	1	30	1	1	0
OW	24	24	0	0	0	0
Region 1	27	0	22	2	0	3
Region 10	7	7	0	0	0	0
Region 2	9	0	8	1	0	0
Region 3	59	0	53	1	2	3
Region 4	28	0	17	4	1	6

Region 5	32	8	23	0	1	0
Region 6	39	10	25	1	3	0
Region 7	33	11	22	0	0	0
Region 8	4	1	3	0	0	0
Region 9	15	14	0	0	1	0
Total	**481**	112	332	12	11	14

Message

From: Hunt, Loretta [Hunt.Loretta@epa.gov]
Sent: 8/7/2017 4:02:06 PM
To: Lane, Vicki [Lane.Vicki@epa.gov]; Hart, Debbi [Hart.Debbi@epa.gov]
Subject: RE: R9 Request for Additional RPM VV Slot

Vicki,

Adding additional positions to the eligibility pool requires OPM and OMB approval. Such a request will take time that we probably don't have with this V/V phase.

Loretta L. Hunt
Branch Chief
Policy and Accountability Branch
Policy, Planning and Training Division
Office of Human Resources
U.S. EPA
Phone: (202) 564-6963
Email: hunt.loretta@epa.gov

From: Lane, Vicki
Sent: Friday, August 04, 2017 6:01 PM
To: Hart, Debbi <Hart.Debbi@epa.gov>; Hunt, Loretta <Hunt.Loretta@epa.gov>
Subject: R9 Request for Additional RPM VV Slot

Hi Debbi,
I heard from Alexis that Donna was going to see if we could add one, two or three additional VV offers. Superfund Division would like to add one Remedial Project Officer to our request. What's my next step?

Regards, Vicki
415-972-3827

Message

From: Hunt, Loretta [Hunt.Loretta@epa.gov]
Sent: 7/14/2017 4:15:08 PM
To: Helm, Arron [Helm.Arron@epa.gov]; Hart, Debbi [Hart.Debbi@epa.gov]
Subject: Re: VERA VSIP Applications Received

Do we win a prize if our guess is close?

From: Helm, Arron
Sent: Friday, July 14, 2017 10:19:07 AM
To: Hart, Debbi
Cc: Hunt, Loretta
Subject: Re: VERA VSIP Applications Received

635 applicants is my guess.

Sent from my iPhone

On Jul 14, 2017, at 9:43 AM, Hart, Debbi <Hart.Debbi@epa.gov> wrote:

> Thanks—not bad for day 1 I guess. What is your estimate for what our total will be? I'm doing an informal poll!
>
> ---
>
> **From:** Helm, Arron
> **Sent:** Thursday, July 13, 2017 7:49 PM
> **To:** Hunt, Loretta <Hunt.Loretta@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>
> **Subject:** Fwd: VERA VSIP Applications Received
>
> FYI. Today's count.
>
> Sent from my iPhone
>
> Begin forwarded message:
>
> > **From:** "Helm, Arron" <Helm.Arron@epa.gov>
> > **Date:** July 13, 2017 at 4:16:42 PM EDT
> > **To:** "Vizian, Donna" <Vizian.Donna@epa.gov>, "Showman, John" <Showman.John@epa.gov>, "Carter, Rick" <Carter.Rick@epa.gov>
> > **Subject: Fwd: VERA VSIP Applications Received**
> >
> > See below.
> > Sent from my iPhone
> >
> > Begin forwarded message:
> >
> > > **From:** "Martinson, Alice" <Martinson.Alice@epa.gov>
> > > **Date:** July 13, see2017 at 4:04:38 PM EDT
> > > **To:** "Helm, Arron" <Helm.Arron@epa.gov>, "Collins, BJ" <Collins.BJ@epa.gov>, "Carter, Rick" <Carter.Rick@epa.gov>, "Atkinson, Ryan" <Atkinson.Ryan@epa.gov>, "Taylor, Jeremy" <Taylor.Jeremy@epa.gov>, "Bonner, Jerome"

<Bonner.Jerome@epa.gov>, "Engebretson, Lizabeth"
<Engebretson.Lizabeth@epa.gov>
Cc: "Mairose, Sue" <Mairose.Sue@epa.gov>, "Davis, Cathy"
<Davis.Cathy@epa.gov>, "Jimenez, Elaine" <Jimenez.Elaine@epa.gov>
Subject: VERA VSIP Applications Received

As of 4:00 this afternoon, 278 VERA/VSIP applications have been received agency-wide.
Below is the breakdown by Program/Region.

Program or Region	Total
AO	7
OAR	2
OARM	17
OCFO	13
OCSPP	10
OECA	32
OEI	10
OGC	1
OITA	2
ORD	23
OW	14
Region 1	18
Region 10	2
Region 2	7
Region 3	28
Region 4	17
Region 5	16
Region 6	23
Region 7	27
Region 8	2
Region 9	7
	Total: 278

For comparison, here's what we received in the first few days of the past 2 VERA/VSIP windows:

Application Period	Day 1	Day 2	Day 3	% of Tot
October 2014	33	100	36	
February 2014	237	65	27	

~ Alice

Alice Martinson
Acting Section Chief, RTP-SSC
U.S. Environmental Protection Agency
OARM/HRMD-RTP (MD-C639-02)

Research Triangle Park, NC 27711
voice: 919-541-5420
fax: 919-541-1360

<image001.jpg>

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